

Department of Defense

FY 1997

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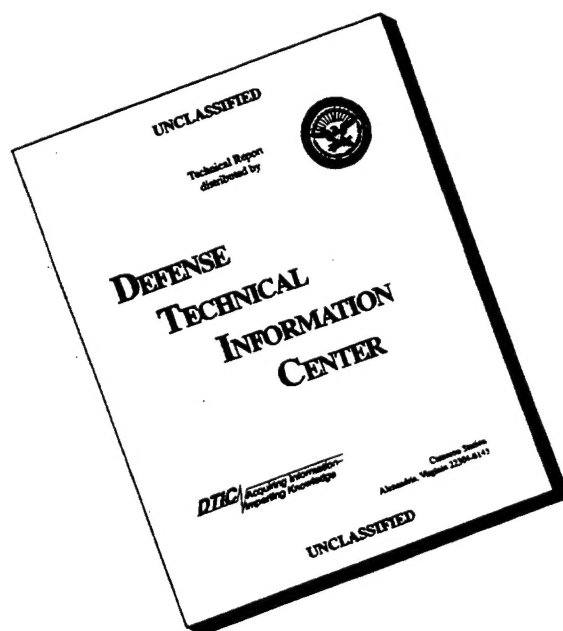
Manpower Requirements Report

July 1996

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DEFENSE MANPOWER REQUIREMENTS REPORT FY 1997

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Office of the Under Secretary of Defense
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(Force Management Policy)
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(Requirements and Resources)

Department of the Army
Department of the Navy
Department of the Air Force

Defense Agencies

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FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT

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CHAPTER I

INTRODUCTION

The Secretary of Defense hereby submits to the Congress the Defense Manpower Requirements Report (DMRR) for FY 1997 in compliance with Section 115a of Title 10, United States Code (U.S.C.). This report should be read and used along with the Report of the Secretary of Defense to the Congress on the FY 1997 Budget.

I. ORGANIZATION OF THE REPORT

This report explains the Department of Defense manpower requirements incorporated in the President's Budget for FY 1997. The report is organized into nine chapters and five appendices.

Defense Manpower Requirements. (Chapters I through IX). Chapter I provides an introduction to the report. Chapter II is a summary of the Department's FY 1996-97 military manpower requirements. Chapter III contains detailed information concerning the DoD civilian manpower requirements. Chapters IV through VIII provide details on manpower requirements for each of the Military Services and the Defense Agencies. Chapter IX summarizes various manpower cost data.

Unit Allocation. As requested by the Senate Armed Services Committee, Appendix C describes the planned allocation of manpower to specific types of units within the force.

Officer Flow Data. Section 115a(e) of Title 10, U.S.C., requires the submission of specified detailed data on the Services' officer corps. These data are contained in Appendix D.

Medical Manpower Information. Section 115a(g)(1) of Title 10, U.S.C., requires the submission of detailed information on medical manpower. This information is contained in Appendix E.

II. THE TOTAL FORCE

The structure of our armed forces is based on the DoD Total Force Policy which recognizes various components' contribution to national security. Those components include the Active and Reserve Components, the civilian work force, DoD contractors, and host nation support.

A. Active Component Military

The Active Component military are those full-time military men and women who serve in units that engage enemy forces, provide support in the combat theater, provide other support, or who are in special accounts (transients, student, etc.). These men and women are on call twenty-four hours a day and receive full-time military pay.

B. Reserve Component Military

The Army Reserve, Naval Reserve, Air Force Reserve, and the Marine Corps Reserve each consist of three specific categories: Ready Reserve, Standby Reserve, and Retired Reserve. The Army National Guard and Air National Guard are composed solely of a Ready Reserve.

1. Ready Reserve

The Ready Reserve consists of Reserve Component units, individual reservists assigned to Active Component units, and individuals subject to recall to active duty to augment the Active forces in time of war or national emergency. The Ready Reserve consists of three subgroups: the Selected Reserve, the Individual Ready Reserve, and the Inactive National Guard.

a. Selected Reserve. The Selected Reserve is composed of those units and individuals designated by their respective Services and approved by the Chairman, Joint Chiefs of Staff, as so essential to initial wartime missions that they have priority for training, equipment, and personnel over all other Reserve elements. Individual mobilization augmentees (IMAs) are members of the Selected Reserve not assigned to a Reserve Component unit but rather assigned to and trained for an Active Component organization, Selective Service System, or Federal Emergency Management Agency billet.

b. Individual Ready Reserve (IRR). The IRR is a manpower pool consisting mainly of trained individuals who have previously served in Active Component units or in the Selected Reserve. IRR members are liable for involuntary active duty for training and fulfillment of mobilization requirements.

c. Inactive National Guard (ING). The ING consists of Army National Guard personnel who are in an inactive status (the term does not apply to the Air National Guard). Members of the ING are attached to National Guard units but do not participate in training activities. Upon mobilization, they would mobilize with their units. To remain members of the ING, individuals must report annually to their assigned unit.

2. Standby Reserve

Personnel assigned to the Standby Reserve have completed all obligated or required service or have been removed from the Ready Reserve because of civilian employment, temporary hardship, or disability. Standby Reservists maintain military affiliation, but are not required to perform training or to be assigned to a unit.

3. Retired Reserve

The Retired Reserve consists of personnel who have been placed in a retirement status based on completion of 20 or more qualifying years of Reserve Component and/or Active Component service. A member of the Retired Reserve does not receive retired pay until reaching age 60, unless he or she has 20 or more years active Federal military service.

C. Civilian Component

Civilians include U.S. citizens and foreign nationals on DoD's direct payroll, as well as foreign nationals hired indirectly through contractual arrangement with host nations overseas. The category does not include those paid through nonappropriated funds (NAF) activities.

D. Contractor Services Support Component

DoD uses service contracts to: a) acquire specialized knowledge and skills not available in DoD; b) to obtain temporary or intermittent services; and c) to obtain more cost-effective performance of various

commercial-type functions available in the private sector. Section 2462 of Title 10, U.S. Code requires the development of government versus private sector total cost comparison analyses to justify contracting out DoD functions that are not inherently governmental or closely tied to mobilization.

E. Host Nation Support Component

Host nation military and civilian personnel support, as identified in international treaties and status of forces agreements, represents a cost-effective alternative to stationing U.S. troops and civilians overseas.

III. MANPOWER MIX

The Department's policy is to maintain as small an active peacetime force as national security policy, military strategy, and overseas commitments permit. Department policy is to employ civilian employees and contractors wherever possible to free our military forces to perform military-specific functions, yet maintain emphasis on meeting particular requirements such as the Goldwater-Nichols DoD Reorganization Act of 1986.

Often the most cost-effective way to meet overseas peacetime and wartime requirements in non-combat activities is to use host nation support (HNS). The agreements we have with the United Kingdom, Norway, Turkey, Italy, and the BENELUX countries to provide port operations, surface transportation, and many other support functions are examples of this support. The same types of arrangements also exist with Japan and Korea. Increased reliance on HNS makes strategic warning and allied response even more important. It also allows our strategic lift to focus on the transport of reinforcements to the theater of operations.

In considering the most appropriate force mix, the Department must focus on the need for forces to (1) provide peacetime presence, (2) maintain rapid crisis response capabilities, (3) hedge against a need to reconstitute forces, and (4) provide strategic deterrence. Peacetime presence is provided by forward-deployed forces. These forces generally are in the Active Component.

Since the Total Force Policy was announced in 1973, the Department has increased its reliance on Reserve Component units. The Army relies on Reserve units to provide selected combat, combat support, and combat service support. Naval Reserve units form an integral part of most mission areas, including surface combatants, carrier air wings, maritime patrol, airlift, and medical support. The Marine Corps Reserve provides a division-wing team with balanced combat, combat support, and combat service support forces similar to active force counterpart units. Air Reserve Component units provide at least half of the air refueling capability, all of the strategic defense interceptor mission, and a significant portion of the airlift and tactical fighter capability.

Reservists have traditionally supported Active forces in meeting a broad range of peacetime operations. As the Reserve component roles and missions expand to meet the challenges of the new security environment, use of Reserve capabilities other than during war and contingencies is a recurring theme in DoD planning. National Guard and Reserve forces will help promote international stability during peacekeeping, peace enforcement, and humanitarian assistance operations. Missions appropriate to the Reserve components include support for Active forces engaged in such operations, including strategic airlift, service support, civil

affairs, and other capabilities. The Army and Air National Guard will continue to serve as the first line of defense for domestic emergencies. They will provide forces to respond to natural disasters, domestic unrest, and other threats to domestic tranquillity.

IV. MOBILIZATION MANPOWER

Mobilization manpower is the time-phased build-up of manpower needed above our current peacetime strength to prepare for and conduct wartime military operations. Additional military and civilian personnel are necessary to bring our current peacetime forces up to their full wartime strengths; to man activated units, ships, and squadrons; and to replace casualties. The individual Service chapters describe the wartime manpower requirements and the overall mobilization manpower situation in more detail.

Wartime manpower requirements are based on estimated requirements to fight a specified scenario. DoD, for many years, used a worldwide war scenario which had as a primary component a European conflict. With the changing world environment, such a scenario is no longer particularly plausible. The Joint Staff, OSD, and the Services have worked to construct a new series of scenarios which fit the changing world environment and take into account OPERATION DESERT SHIELD/STORM.

V. MANPOWER TERMINOLOGY

The discussion of manpower and personnel readiness requires that the reader understand the terms describing manpower categories. For that reason, a glossary of defense manpower terms is provided in Appendix A. The basic distinction between "spaces" (billets or positions) and "faces" (people to fill the positions) must be understood. Our forces are made up of a variety of types of units. Each unit has associated with it a collection of positions that must be filled by qualified people in order for the unit to perform its mission.

During peacetime, it is neither necessary nor desirable to fill all positions in all units. Some units may not be staffed at all, due to a lack of funding or because we can fill them in an expeditious manner following mobilization. Some units may be staffed with a combination of active and reserve people. As a unit is tasked to perform more in peacetime, the proportion of full-time people, whether active, reserve, or civilian, may be expected to increase.

The Department's manning does not change overnight to match changes in the programmed force structure. As the force structure is changed, the programmed manning must be adjusted to balance the requirements of force changes, available inventory, accession and separation predictions, fiscal constraints, and manpower ceilings. The collection of positions authorized to be filled with trained personnel is called the authorized or programmed manning.

VI. DEFENSE MISSION CATEGORIES

Defense Mission Categories (DMCs) are used throughout this report to describe and explain the DoD manpower requirements and resources. DMCs were created at the request of Congress for a mission-oriented budget. Previous reports utilized Defense Planning and Programming Categories

(DPPCs). However, a policy was established that discontinued the use of DPPCs and adopted DMCs to provide consistency in both DoD program and manpower aggregation data.

The DMC structure divides DoD programs into three basic categories: major force missions, defense-wide missions, and defense-wide support missions. All force components are allocated to specific DMCs, with no position being counted more than once. DMCs aggregate, for each program, all the resources that can be reasonably associated with the "output" of that program. For example, the Strategic Program includes not only the bomber program, but also the base support personnel that sustain these units. In this way, the DMCs provide a more effective display of total resources required to perform a particular function. The DPPCs, on the other hand, segregated support activities. Definitions of the Defense Mission Categories are provided in Appendix B.

The Defense Mission Category entitled "Undistributed" appears in active component DMC tables throughout this Report. Negative entries project temporary undermanning of the structure at the end of a fiscal year; positive entries project temporary overmanning at the end of a fiscal year. Budgeted manpower cannot be completely distributed to DMC mission categories because of cyclic variations in the "Individuals" category (non-unit personnel). The Individuals category consists of several dynamic components which vary throughout the year; e.g., the number of trainees and students varies daily because most courses of instruction are less than one year. In consonance with the statutory requirement to report active and Selected Reserve military manpower end strength, all DMC categories, including Individuals, are portrayed as of the last day of the indicated fiscal year.

VII. Major Themes and Initiatives

Across all DoD Components, manpower requirements have been scrutinized in light of force structure reductions, streamlining initiatives, and reduced budget authority. Each DoD Component has pursued its own strategies, discussed in the individual chapters and briefly highlighted below:

Army. Streamlining is a major initiative. Under Department of Army guidance, Army major commands have developed streamlining plans that address both the quantifiable aspects of streamlining (e.g., reducing the civilian work force) and the qualitative aspects of streamlining (e.g. delegating authority). It is these many, small scale, individual command initiatives that offer savings or improvements under the tents of Streamlining and the National Performance Review.

Navy. Navy's management strategy during this period of force reductions is to retain high quality personnel, increase experience levels, maintain acceptable sea/shore rotation, improve training levels, and reduce manpower costs. This strategy includes a continued commitment to provide the quality of life for Navy personnel that will contribute to positive retention and readiness.

Marine Corps. Since the Marine Corps achieved its prescribed Base Force target of 174,000 in FY 1994 and will maintain this force level in the foreseeable future, manpower planners have altered their focus from managing the drawdown to sustaining an Active component of 174,000 Marines. They are now turning their attention to correcting shortcomings of force composition; principally, correcting grade/skill imbalances to satisfy the requirements of the leaner force.

Air Force. FY 1997 military manpower decreases are primarily related to three types of actions: force structure reductions are projected across many weapon systems; three successive rounds of base closures have required significant reductions in base operating support manpower; and efficiency initiatives and Defense Management Report program have streamlined Air Force organization and support functions, eliminated management layers, and initiated new technologies to save manpower. Accession-level adjustments will assure that the needed skills are available to support a smaller Air Force.

Defense Agencies. Defense Agencies will continue to achieve manpower savings through FY 1997 by streamlining their operations. The targeting of specific occupational areas addressed in the National Performance Review is one method that will help to achieve these savings, as well as other initiatives developed by the individual components. Military and civilian manpower in the Defense Agency accounts is programmed to decline by three percent between FY 1995 and FY 1997.

CHAPTER II

MILITARY MANPOWER REQUIREMENTS SUMMARY

This chapter presents the Department of Defense military manpower request and provides an overview of military manpower requirement trends.

I. NATIONAL SECURITY OBJECTIVES, POLICY, AND DEFENSE MANPOWER

The defense strategy developed by President Clinton continues to make progress toward the President's vision of a new security for the post-Cold War Era. The Bottom-Up Review emphasizes the strategy and force structure required for America's future security. The intent of the Defense Department as articulated in this budget is to protect the country by ensuring the readiness and quality of our forces. Readiness is the Department's top priority. In planning for the future, the Department faced various tradeoffs between appropriate force size and adequate resource levels to ensure forces will remain ready.

The composition of defense forces is based on DoD's Total Force Policy, which recognizes that all units in the force structure contribute to deterrence and success in wartime. In structuring our military forces, units are placed in the Selected Reserve, whenever feasible, to maintain as small an Active Component peacetime force as national security considerations permit. Service planning assumes that Selected Reserve units and Individual Mobilization Augmentees will be made available for any contingency to bring the total force to its required capability.

The following table is a summary of the major force elements present at the end of fiscal year 1995, and those planned for FY 1996 and FY 1997.

Table II-1

SUMMARY OF MAJOR FORCE ELEMENTS

	<u>Actual</u> <u>FY 1995</u>	<u>Programmed</u> <u>FY 1996</u>	<u>Budgeted</u> <u>FY 1997</u>
<u>Strategic</u>			
ICBMs	580	580	580
Air Offense Squadrons/PAA 1/			
Active	22/180	22/134	17/135
AFR/ANG	2/18	3/20	3/22
<u>Strategic</u>			
Air Defense Squadrons/PAA 1/			
Air National Guard	10/150	10/150	6/90
Ballistic Missile Submarines	16	17	18
Mobile Logistics Ships	1	0	0
Support Ships	0	0	0

Tactical/Mobility

Land Forces			
Army Divisions			
Active	12	10	10
Guard	8	8	8
Army Separate Brigades & Regiments			
Active	3	3	7
Guard/Reserve	24	23	18
Marine Corps Divisions			
Active	3	3	3
Reserve	1	1	1
Tactical Air Forces			
Air Force Squadrons/PAA <u>1</u>			
Active	126/1653	122/1580	120/1541
AFR/ANG	58/689	57/625	55/597
Navy Squadrons/PAA			
Active	70/690	69/658	65/596
Reserve	5/46	6/50	6/50
Carriers			
Active	11	11	11
Marine Corps Squadrons/PAA <u>3</u>			
Active	61/860	60/846	59/834
Reserve	12/166	12/166	12/166
Naval Forces			
Attack Submarines			
(active only)	84	80	73
Surface Combatants			
Active	113	116	119
Reserve (Cat A)	14	10	10
Amphibious Assault Ships			
Active	39	42	43
Reserve	2	2	2
Patrol Ships (active only)			
	0	0	0
Mine Warfare Ships			
Active	13	11	11
Reserve (Cat A)	2	5	5
ASW and FAD Squadrons			
Active	46/389	44/386	44/388
Reserve	12/96	11/84	11/85
Mobility Forces			
Naval Airlift Squadrons/PAA <u>1</u>			
Active	8/115	7/106	7/106
ARC	14/51	14/51	14/51
Air Force Airlift Squadrons/PAA <u>1</u>			
Active	99/924	88/862	89/856
AFR/ANG	91/715	93/721	92/699
Sealift Forces			
Naval Auxiliary Ships <u>2</u>			
Military Sealift Command Ships	37	25	22
	41	42	43

1/Data extracted from AF Primary Aerospace Vehicles Authorized (PAA) Listing - Total Squadrons/Aircraft for each Defense Mission Category.

2/Includes underway replenishment ships and support ships.

3/Includes fixed-wing tactical fighter, attack, electronic warfare, refueling aircraft, and helicopters. Excludes training aircraft and Marine Corps Air Station (MCAS) aircraft.

II. MILITARY MANPOWER REQUEST

The Department's request for military manpower is summarized in this section.

A. Active Component Military Strength

Active Component Military Manpower (End Strength in Thousands)

	<u>ACTUAL</u> <u>FY 1995</u>	<u>PROGRAMMED</u> <u>FY 1996</u>	<u>BUDGETED</u> <u>FY 1997</u>
Army	508.6	495.0	495.0
Navy	434.6	424.5	406.9
Marine Corps	174.6	174.0	174.0
Air Force	<u>400.4</u>	<u>388.2</u>	<u>381.1</u>
Total in the Budget	1518.2	1481.7	1457.0

B. Selected Reserve Strength

The following table shows the manpower request for the Selected Reserve, expressed in end strengths. These figures include Individual Mobilization Augmentees (IMA) and full-time Active Guard/Reserve members.

Selected Reserve Military Manpower (End Strength in Thousands)

	<u>ACTUAL</u> <u>FY 1995</u>	<u>PROGRAMMED</u> <u>FY 1996</u>	<u>BUDGETED</u> <u>FY 1997</u>
Army National Guard	374.9	373.0	366.8
Army Reserve	241.3	230.0	215.0
Naval Reserve	100.6	98.9	95.9
Marine Corps Reserve	40.9	42.3	42.0
Air National Guard	109.8	112.7	108.0
Air Force Reserve	<u>78.3</u>	<u>74.0</u>	<u>73.3</u>
Total	945.9	930.8	900.9

The following table shows the number of personnel involved in full time support of the Reserve Components. The National Guard and Reserve military technicians who are also DoD civilians are included in the Selected Reserve totals throughout this report.

Full-Time Support to the Selected Reserve^{1/}
(End Strength in Thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
Army National Guard			
Active Guard/Reserve	23.4	23.4	23.0
Military Technicians <u>2/</u>	25.2	25.5	25.5
Civilians	0.5	0.6	0.6
Active Component	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
Total	49.4	49.9	49.5
Army Reserve			
Active Guard/Reserve	11.9	11.6	11.6
Military Technicians <u>2/</u>	6.7	6.6	6.8
Civilians	1.3	1.2	0.9
Active Component	<u>0.8</u>	<u>1.2</u>	<u>1.0</u>
Total	20.7	20.5	20.3
Naval Reserve			
Active Guard/Reserve (TAR)	17.5	17.6	16.5
Civilians	2.6	2.6	2.6
Active Component	<u>5.8</u>	<u>5.8</u>	<u>5.9</u>
Total	25.9	26.0	25.0
Marine Corps Reserve			
Active Guard/Reserve	2.3	2.6	2.6
Civilians	0.2	0.2	0.2
Active Component	<u>4.2</u>	<u>5.0</u>	<u>5.1</u>
Total	6.8	7.7	7.8
Air National Guard			
Active Guard/Reserve	9.1	10.1	10.1
Military Technicians	24.2	23.6	22.9
Civilians	1.6	1.8	1.8
Active Component	<u>0.9</u>	<u>0.7</u>	<u>0.7</u>
Total	35.8	36.2	35.5
Air Force Reserve			
Active Guard/Reserve	0.7	0.6	0.6
Military Technicians	9.4	9.8	9.7
Civilians	5.9	6.0	5.6
Active Component	<u>0.7</u>	<u>0.7</u>	<u>0.7</u>
Total	16.7	17.1	16.6
DoD Total			
Active Guard/Reserve	63.9	65.8	64.4
Military Technicians	65.5	65.5	64.9
Civilians	12.1	12.2	11.6
Active Component	<u>13.0</u>	<u>13.8</u>	<u>13.8</u>
Total	154.4	157.3	154.7

*Numbers may not sum due to rounding.

1/Active Guard/Reserve (AGR) personnel are included in Selected Reserve strength throughout the report.

2/Includes non-dual status military technicians.

3/Includes reimbursable military technicians and non-dual status military technicians. Does not include competitive or SOF positions.

MILITARY TECHNICIANS

	FY95											
	MGMT HQ			HIGH PRIORITY UNITS			OTHER			TOTAL		
	DUAL	NON-DUAL	TOTAL	DUAL	NON-DUAL	TOTAL	DUAL	NON-DUAL	TOTAL	DUAL	NON-DUAL	TOTAL
	STATUS	STATUS		STATUS	STATUS		STATUS	STATUS		STATUS	STATUS	
ARNG												
REQUIRED	4732	0	4732	29412	0	29412	5196	0	5196	39340	0	39340
AUTHORIZED	0	0	2505	0	0	19758	0	0	2975	0	0	25238
ACTUAL	1361	1144	2505	16826	0	16826	4454	1405	5859	22641	2549	25190
USAR												
REQUIRED	0	0	0	7749	0	7749	3291	0	3291	11040	0	11040
AUTHORIZED	0	0	0	4156	0	4156	2435	0	2435	6591	0	6591
ACTUAL	0	0	0	3709	505	4214	2466	297	2466	5878	802	6680
ANG												
REQUIRED	0	5	5	25,245	359	25,604	410	136	546	25,655	500	26,155
AUTHORIZED	0	3	3	23,339	384	23,723	379	113	492	23,718	500	24,218
ACTUAL	0	3	3	23,294	372	23,666	380	125	505	23,674	500	24,174
USAFR												
REQUIRED	62	0	62	10441	0	10441	216	0	216	10719	0	10719
AUTHORIZED	62	0	62	9262	0	9262	108	0	108	9432	0	9432
ACTUAL	62	0	62	9262	0	9262	108	0	108	9432	0	9432
	FY96											
	MGMT HQ			HIGH PRIORITY UNITS			OTHER			TOTAL		
	DUAL	NON-DUAL	TOTAL	DUAL	NON-DUAL	TOTAL	DUAL	NON-DUAL	TOTAL	DUAL	NON-DUAL	TOTAL
	STATUS	STATUS		STATUS	STATUS		STATUS	STATUS		STATUS	STATUS	
ARNG												
REQUIRED	4725	0	4725	28693	0	28693	5199	0	5199	38617	0	38617
AUTHORIZED	0	0	2501	0	0	20026	0	0	2980	0	0	25500
PROJECTED	1244	1257	2501	17266	0	17266	4278	1391	5669	22788	2648	25436
USAR												
REQUIRED	0	0	0	9611	0	9611	1999	0	1999	11610	0	11610
AUTHORIZED	0	0	0	4834	0	4834	1789	0	1789	6623	0	6623
PROJECTED	0	0	0	4254	580	4834	1574	215	1789	5828	795	6623
ANG												
REQUIRED	5	0	5	22,750	386	23,136	371	130	501	23,126	516	23,642
AUTHORIZED	0	3	3	22,717	368	23,085	364	122	486	23,081	493	23,574
PROJECTED	0	3	3	22,717	368	23,085	364	122	486	23,081	493	23,574
USAFR												
REQUIRED	62	0	62	10282	0	10282	229	0	229	10573	0	10573
AUTHORIZED	62	0	62	9610	0	9610	130	0	130	9802	0	9802
PROJECTED	62	0	62	9610	0	9610	130	0	130	9802	0	9802

III. MILITARY MANPOWER OVERVIEW

Military manpower strength trends are shown in the following table.

Defense Military Manpower (End Strength in Thousands)

	ACTUAL FY 1995	PROGRAMMED FY 1996	BUDGETED FY 1997
Military			
Active	1,518.2	1,481.7	1,457.0
Officer	237.6	233.6	228.8
Enlisted	1,268.5	1,236.1	1,216.2
Cadets/Midshipmen	12.1	12.0	12.0
Selected Reserve	945.9	930.8	900.9
Total	2,464.1	2,412.5	2,357.9

The FY 1997 authorization request for Active Component military manpower is 1,457,000. The Selected Reserve authorization request is 900,900. Highlights of the military manpower requirements by Service follow.

ARMY

U.S. Army force structure uniquely supports the National Military Strategy (NMS). The primarily CONUS-based power projection Army can begin to move as soon as strategic lift aircraft are available. Strategic mobility for the heavy brigades is enhanced by pre-positioned equipment, some sets of which are afloat to permit that equipment to move rapidly to a crisis area. Following deployment, the soldiers on the ground send potential adversaries an unequivocal message of US commitment and resolve. Should deterrence then fail, only the Army can conduct sustained ground combat operations over the entire battlefield to defeat any opponent in any region of the world.

To satisfy the evolving post-Cold War strategy, the Army is structured for a variety of roles and missions, from operations other than war (OOTW), such as humanitarian relief and peacekeeping, to the mid-to high-intensity conflict environment of major regional contingencies. The Army's balanced structure -- heavy, light and special operations forces -- allows the President and Secretary of Defense to tailor a ground response to any situation. The Army also maintains the ability to reconstitute forces promptly to counter any unanticipated threat. The reserve components are vital in that role, especially for combat support and combat service support functions.

The manpower requirements for the Active Army, the Army Reserve, and the Army National Guard are a function of the force structure necessary to support the National Military Strategy. The Army's manpower challenge is to attract and retain quality soldiers equal to the challenges that face the Nation. The Army's future force must possess four essential qualities:

- 1) Versatility - the ability to respond to a widening array of challenges, while drawing from a smaller reservoir of forces.
- 2) Deployability - the ability to project appropriate combat power rapidly to wherever American interests are threatened.
- 3) Lethality - the ability to overwhelm all potential adversaries through a Total Army effort.
- 4) Expandability - the ability to generate forces rapidly in response to a deterioration of international order.

The Army demonstrates the value of its strength and structure through a variety of singular and cooperative efforts and operations, such as assistance to states as well as other nations during natural disasters, counter narcotics, and civil assistance. In addition, the continuation of several Operations Other Than War (OPERATION UPHOLD DEMOCRACY in Haiti and OPERATION SUPPORT HOPE in Somalia), continuing commitments to European and Pacific allies, and new missions (Bosnia-Herzegovina, Croatia, and Macedonia) create an ever-expanding Army role in international affairs and tax swiftly declining resources.

As the strategic land combat force, the Army must continue to provide the Nation with the ability to put a trained and ready force on the ground anywhere in the world on short notice. Recent lessons have enabled the Army to develop a force mix that capitalizes on the demonstrated qualities of its manpower and advanced technologies.

By sustaining a quality force composed of quality soldiers, the Army will continue to fulfill its fundamental mission of providing trained and ready forces for prompt, sustained land combat in defense of our national interests, while being prepared to serve wherever, whenever, and however the Nation calls.

NAVY

The foundation of the Navy's manpower strategy is that personnel reductions must keep pace with force structure drawdowns. This resultant smaller force structure can become unbalanced with a mismatch of properly needed skills for both officer and enlisted personnel. The people in these "overmanned" areas must then be targeted for conversion to other specialties or for early release. Similarly, as our pay grade pyramid shrinks, its shape must remain the same; i.e., junior pay grades must be downsized at the same rate as the senior pay grade.

The Navy desires to ensure force readiness in the near term by protecting top-quality people currently on board, maintaining sufficient accession levels to preclude a "hollow force" in the future, managing officer accessions and retention to maintain the correct grade/quality mix, improving recruit quality to reduce attrition and ensure long-term readiness, and balancing the enlisted skill mix using existing force management tools.

Navy is drawing down in a controlled, steady manner. Far from focusing solely on reducing end strength numbers, the Navy is committed to replenishing and retaining a core of experienced and well-trained people to effectively execute the Navy's mission now and in the future.

MARINE CORPS

The Marine Corps achieved its prescribed Base Force target of 174,000 in FY 1994. Manpower planners have altered their focus from managing the drawdown to sustaining an Active Component of 174,000 Marines. Having reached our steady state end strength objectives, we are now directing our attention to correcting shortcomings of force composition. Our principal concern in this regard involves correcting grade/skill imbalances to satisfy the requirements of our new, leaner force.

The Reserve Component is similarly authorized a steady state strength of 42,000. This reflects the impact of base realignment and closures, and higher than anticipated attrition among its prior service force.

AIR FORCE

The Air Force remains the premier aerospace force in the world, and a critical contributor to our national security. Our guiding construct, Global Reach--Global Power, defines five roles in support of the Air Force mission: sustaining nuclear deterrence, providing versatile combat force, supplying rapid global mobility, controlling the high ground of space, and building U.S. influence around the world. These roles have assumed heightened significance in the post-Cold War era. Air and space power are providing an economical means for shaping the international environment through global presence. Likewise, air and space forces increasingly underpin national capabilities to conduct decisive combat operations worldwide.

Since its inception in 1947, the Air Force has been an institution that thrives on change, but never so successfully as during the past several years. The Air Force has cut personnel by a third, fighter forces

by half, and the bomber force by 75 percent. The budget is down 40 percent from its Cold War high. During this period, the Air Force recreated itself. First, came The Year of Organizing, where the Air Force restructured top to bottom--consolidating major commands and redefining authority so people charged with new missions control resources to do the job. Next came The Year of Training, which addressed the overall training in the Air Force by consolidating education and training into one command--Air Education and Training Command. This new command is now implementing life-cycle training processes in support of all the Air Force's requirements. Following that was The Year of Equipping in which the Air Force reinvigorated planning--developing road maps across forty mission areas to make educated decisions which balance current readiness with modernization needs. Next came The Year of Readiness, where the Air Force strengthened readiness forecasting and is poised to win future battles through better resource management today. Thus, in a very real sense, this year will be "a year of dividends." The forward-leaning initiatives of the past four years are yielding big returns. Today's Air Force is simpler, more flexible, tougher, less expensive to operate, and focused on readiness for the tasks ahead.

Yet, while resources are dwindling, demands for air and space power are increasing. This trend suggests the next decade will confront the Air Force with bigger challenges than those surmounted in the past. In a world defined by contingencies, the Air Force set its sights on four objectives to help guide us through these turbulent times: remaining engaged, supporting our people, preserving combat readiness, and building for the future.

IV. MILITARY MANPOWER REQUIREMENTS SUMMARY

The following tables summarize the FY 1995-1997 military manpower requirements. The presentation is by DMC category.

TABLE II-2
DEPARTMENT OF DEFENSE ACTIVE MILITARY MANPOWER
(End Strength in Thousands)

<u>DEFENSE MISSION CODES</u>	<u>ACTUAL FY 1995</u>	<u>PROGRAMMED FY 1996</u>	<u>BUDGETED FY 1997</u>
<u>Major Force Missions</u>	<u>969.0</u>	<u>940.8</u>	<u>930.6</u>
Strategic Forces	54.0	53.9	50.5
Strategic Offense	41.3	41.3	39.2
Strategic Defense	5.7	5.5	5.0
Strategic C3	7.0	7.1	6.3
Industrial & Stock Fund	0.0	0.0	0.0
General Purpose Forces	915.0	922.0	880.2
Land Forces	423.5	422.7	418.3
Tactical Air Forces	167.1	167.4	157.3
Naval Forces	236.8	244.8	222.5
Mobility Forces	57.8	57.5	51.6
Special Operations Forces	29.3	29.4	29.7
General Purpose Support	0.0	0.1	0.1
Theater Missile Defense	0.0	0.0	0.0
Counter Drug Support	0.1	0.1	0.1
<u>Defense-Wide Missions</u>	<u>100.2</u>	<u>102.2</u>	<u>100.0</u>
Intelligence & Communications	62.1	66.8	63.8
Intelligence	34.6	38.1	38.4
Communications	27.2	28.7	25.3
General Research & Development	16.9	18.0	15.3
Science & Technology Program	2.9	3.2	2.3
Undistributed Development	0.0	0.0	0.0
RDT&E Management & Support	13.9	14.8	12.9
Other Defense-Wide Missions	21.1	21.3	20.8
Geophysical Sciences	9.3	9.5	9.1
Space Launch Support	2.3	2.4	2.5
Nuclear Weapons Support	0.1	0.5	0.5
International Support	8.9	9.0	8.8
<u>Defense-Wide Support Missions</u>	<u>448.8</u>	<u>438.5</u>	<u>425.2</u>
Logistical Support	26.4	26.3	22.9
Supply Operations	4.6	4.6	4.2
Maintenance Operations	3.6	3.2	2.8
Other Logistical Support	18.1	18.6	16.0
Personnel Support	398.6	389.6	381.1
Personnel Acquisitions	44.7	43.7	43.3
Training	202.2	210.5	201.7
Medical	92.7	90.7	90.0
Individuals	49.8	35.6	37.4
Federal Agency Support	2.0	2.0	2.0
Other Personnel Support	7.3	6.6	6.6
Other Centralized Support	23.6	23.2	22.2
Departmental Headquarters	23.6	23.2	22.2
Undistributed Adjustments	0.0	0.0	0.0
<u>TOTAL END STRENGTH IN BUDGET</u>	<u>1,518.2</u>	<u>1,481.7</u>	<u>1,457.0</u>

End strength may not equal total of DMC categories due to rounding.

TABLE II-3
DEPARTMENT OF DEFENSE RESERVE MANPOWER
(End Strength in Thousands)

<u>DEFENSE MISSION CODES</u>	<u>ACTUAL</u> <u>FY 1995</u>	<u>PROGRAMMED</u> <u>FY 1996</u>	<u>BUDGETED</u> <u>FY 1997</u>
<u>Major Force Missions</u>	<u>744.1</u>	<u>734.9</u>	<u>709.8</u>
Strategic Forces	9.7	12.2	9.6
Strategic Offense	1.9	2.8	2.8
Strategic Defense	7.7	9.2	6.6
Strategic C	0.0	0.0	0.0
Industrial & Stock Fund	0.0	0.0	0.0
General Purpose Forces	734.4	722.7	700.2
Land Forces	504.0	497.4	480.2
Tactical Air Forces	65.5	61.7	59.9
Naval Forces	62.3	60.9	58.7
Mobility Forces	79.1	79.7	79.5
Special Operations Forces	23.4	23.0	23.1
General Purpose Support	0.0	0.0	0.0
Theater Missile Defense	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	<u>24.1</u>	<u>23.1</u>	<u>23.4</u>
Intelligence & Communications	21.6	20.6	20.9
Intelligence	5.9	5.7	5.7
Communications	15.6	14.8	15.1
General Research & Development	1.5	1.5	1.5
Science & Technology Program	0.0	0.0	0.0
Undistributed Development	0.0	0.0	0.0
RDT&E Management & Support	1.5	1.5	1.5
Other Defense-Wide Missions	1.0	1.0	1.0
Geophysical Sciences	1.0	1.0	1.0
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.0	0.0	0.0
<u>Defense-Wide Support Missions</u>	<u>176.4</u>	<u>171.6</u>	<u>166.6</u>
Logistical Support	11.2	9.9	9.9
Supply Operations	2.7	1.9	1.9
Maintenance Operations	5.0	4.7	4.7
Other Logistical Support	3.5	3.3	3.3
Personnel Support	124.1	120.8	112.0
Personnel Acquisitions	7.7	6.8	7.1
Training	82.3	80.5	67.2
Medical	32.7	31.9	36.1
Individuals	1.1	0.9	0.9
Federal Agency Support	0.0	0.5	0.2
Other Personnel Support	0.0	0.0	0.0
Other Centralized Support	41.8	41.5	45.6
Departmental Headquarters	41.8	41.5	45.6
Undistributed Adjustments	0.0	0.0	0.0
<u>Individual Mobilization Augmentees</u>	<u>12.3</u>	<u>12.4</u>	<u>12.4</u>
<u>TOTAL END STRENGTH IN BUDGET</u>	<u>945.9</u>	<u>930.8</u>	<u>900.9</u>

End strength may not equal total of DMC categories due to rounding.

CHAPTER III

CIVILIAN MANPOWER REQUIREMENTS SUMMARY

I. INTRODUCTION

The Department of Defense is the largest Federal agency employer with a workforce size of more than 3.3 million active and reserve military and civilian personnel in FY 1995. DoD's civilian component represents approximately one quarter of the Department's total workforce. The DoD civilian workforce performs many functions essential to the operation of our military forces. DoD civilians repair airplanes, ships, and tanks; provide research, medical, communications and logistical support; and operate and maintain military installations. Civilians contribute directly to the readiness of the Armed Forces by providing continuity and expertise and by freeing uniformed personnel to perform military-specific tasks.

In FY 1995, the Defense Department utilized over 865,000 full-time equivalent (FTE) civilians, at a compensation and benefit cost of approximately \$42.4 billion, in support of its assigned missions. Approximately 822,000 of these civilians were U.S. citizens and foreign nationals on DoD's direct payroll. The other 43,000 were foreign nationals hired indirectly through contractual arrangement with host nations overseas. In FY 1995, the direct hire portion of DoD's work force comprised 42 percent of Executive Branch civilian employment (excluding the Postal Service).

II. CIVILIAN MANPOWER POLICY

A. CIVILIAN REQUIREMENTS DETERMINATION

The Department of Defense has long established policies governing workforce requirements determination and utilization. Such policies call for the accomplishment of national security objectives with a minimum number of personnel, organized to provide for maximum operational effectiveness. To this end, Defense components are directed to seek optimal personnel utilization, maintain a high level of personnel performance and morale, and undertake only those program activities that are essential. The Department is committed to maintaining the highest practicable proportion of combat to total operating forces. Within operating forces, continuing emphasis is placed on reducing support-type positions. More recently, such determinations have been especially important and are given a high degree of priority in order to support the ensuing restructuring of the Defense Department. The reorganization, restationing, and reinvention needed to support national defense strategy, given current fiscal constraints, mandates that every organization conduct a careful analysis of missions, workload, and required personnel.

Civilian workforce requirements associated with combat support and other infrastructure-oriented DoD missions are determined from analyses involving force structure, program objectives, funding levels, work load forecasts, and utilization of the best available workforce estimating techniques. DoD workforce estimating techniques range from highly technical engineered standards (in missions subject to work load measurement) to less engineered program estimating equations, models, and staffing guides (in missions less conducive to quantifiable output measurement). In mission areas that involve both military and civilian personnel, workforce requirements are determined in total, pending the subsequent application of DoD force mix criteria governing military-essentiality.

Civilians are used to satisfy all requirements that do not require uniformed incumbents for reasons of military-unique training, skill, or experience; combat readiness; security; discipline; unusual duty hours; or rotation base purposes. The Department encourages the use of contract service support to obtain special knowledge and skills not available in the government, to satisfy temporary or intermittent work, and to acquire more cost-effective services that are not "inherently governmental" in nature. The Department adheres to Office of Federal Procurement Policy guidelines governing "inherently governmental" functions and utilizes cost comparative analyses to support its determinations governing in-house versus contractor support. However, final decisions affecting what DoD work is contracted out are not limited to cost comparative analyses. The Department considers other assessments involving, but not limited to, the nature and duration of the requirement, the adequacy of sufficient contract oversight, and the availability of alternative labor sources.

B. CIVILIAN END STRENGTH CEILINGS

Prior to FY 1985, the DoD civilian workforce was subject to legislatively imposed end strength ceilings--i.e., defined as the maximum number of personnel who could be employed on the last day of a fiscal year. Such management prompted several DoD managers to release a significant number of temporary employees in the last month of the fiscal year in order to comply with the legislative workforce constraints. Thus, civilian resource management, based on end strength ceilings, proved ineffective in controlling either the size or the cost of the DoD civilian workforce.

The Department argued to manage its civilian workforce on the basis of work load and mission requirements in lieu of arbitrary employment levels established by the Congress. As a result, the Congress waived civilian end strength ceilings for the DoD in FY 1985. Thus, the Department has been prohibited from managing its civilian workforce on the basis of end strength controls for over a decade.

Section 1031 of the National Defense Authorization Act for FY 1996 requires that the Department ensure the availability of sufficient employees with the necessary combination of skills and qualifications for mission execution within each budget activity. Thus, it is consistent with DoD's long standing policy that civilian workforce estimates be based on work load and available funding.

C. CIVILIAN RESOURCE MEASUREMENT

The Department considers the DoD civilian workforce a resource, not a program. As such, the DoD recognizes the need to quantify, in some measure, the human effort required to accomplish work. This effort must be quantified and qualified (in terms of grade and skill) before it can be effectively priced. In FY 1994, the Department transitioned to a civilian resource management philosophy based on workyears as the most appropriate measure of civilian resource requirements. This philosophy recognizes the full-time equivalent (FTE) measure used throughout the Federal government and prescribed by the Office of Management and Budget (OMB) for justifying civilian personnel resources in the President's Budget. The OMB Circular A-11 defines an FTE as a standardized workyear of human effort equating to approximately 2,080 compensable hours. The workyear measure recognizes that the personnel strength composition of the full-time equivalent (resource) measure will vary among DoD components and across DoD mission areas. The personnel composition is contingent upon the staffing decisions of individual program managers regarding the hire of full-time versus part-time or intermittent employees to satisfy FTE requirements.

In practice, workyear management adopts the standard used in the private sector to account for human labor expenditures. As such, it implements the business approach to personnel resource management. The Department's FY 1996 DMRR reflected the Department's transition to accounting for its civilian personnel resources in terms of workyears. The Department encourages the Congress to recognize the analytical value added of assessing the DoD's requirements for civilian personnel resources on the basis of funded workyears vice year-end strength/employment projections.

III. STREAMLINING STRATEGY AND TOOLS

The Defense Department is committed to the principles of the National Performance Review (NPR) calling for a new government that:

- o cuts unnecessary spending;
- o serves its customers;
- o empowers its employees;
- o helps communities solve their own problems; and
- o fosters excellence.

Throughout this process, the Department is also committed to maintaining readiness as a first priority. The DoD's continuing assessment of its infrastructure offers ample opportunity to reinvent, streamline, and downsize. The restructuring and other streamlining initiatives identified in this report are all focused on making the Defense Department work better at less cost. Various streamlining tools are being used to define solutions to the Federal-wide problems surfaced under the NPR. The Department is continuing to work with the Congress on necessary legislative reform. Costs are being reduced; senseless regulations are being repealed; mechanisms to enhance customer satisfaction are being created; and changes are occurring.

Over the years, the DoD has developed and utilized a multitude of management tools and techniques to facilitate optimum personnel resource utilization. Many of these efforts are cross-cutting and interrelated, using different strategic paths to arrive at common management objectives. In FY 1993, the Defense Planning Guidance identified three primary avenues for achieving savings in civilian personnel resources and DoD infrastructure costs: outsourcing, consolidation, and better business practices. Each of these is discussed below:

A. OUTSOURCING

Outsourcing or contracting out of many defense activities falls under the auspices of OMB Circular A-76, "Performance of Commercial Activities." This circular establishes Federal-wide policies and procedures for determining whether government-required commercial or industrial type work should be performed using contractual or in-house staff. The scope of DoD's commercial activities (CA) program encompasses the United States, its territories and possessions, and the Commonwealth of Puerto Rico.

The A-76 competitive process has been used as a streamlining tool within the DoD for a number of years. This tool supports the NPR recommendation to expose more Federal operations to competition. Inherent to the cost comparison analyses conducted under this initiative is the government's requirement to determine the most efficient organizational structure and best method or process for accomplishing the work involved. As a result, the DoD has experienced work force savings averaging 15 percent or more in developing in-house bids. Additional savings result when contractors beat the government's personnel cost bid by 10 percent or more. Over the years, the average overall savings associated with competing DoD commercial activities type work has been approximately 27 percent.

Section 5(g) of the Federal Workforce Restructuring Act of 1994 (P.L. 103-226) prohibits agencies from outsourcing the work of employees included in meeting federal-wide reductions or those that accept buyouts unless a cost comparison demonstrates that the conversion is of financial advantage to the Government. The OMB has directed that agencies maintain current information on the status of their efforts to convert work from or to in-house and contract performance. The following table depicts the Department's outsourcing activity over the past two years. During the first half of FY 1994, the Congress prohibited the Department from executing commercial activities contracts using cost comparison studies conducted under OMB Circular A-76 or any successor administrative regulation.

DEPARTMENT OF DEFENSE		
CIVILIAN TO CONTRACT PERFORMANCE CONVERSIONS 1/		
[FY 1994-95]		
	ACTUAL	
	FY 94	FY 95
Number of Contract Awards 2/	13	34
Army	1	1
Navy/MC	0	18
Air Force	12	15
Dollar Value of Contract Awards (\$000s)	\$3,856	\$72,237
Army	879	2,927
Navy/MC	0	2,519
Air Force	2,977	66,791
Dollar Savings through Conversions (\$000s)	\$778	\$7,403
Army	287	1,190
Navy/MC	0	1,153
Air Force	491	4,660
Average Dollar Savings (in % terms)	17%	9%
Army	25%	29%
Navy/MC	0%	31%
Air Force	14%	7%
Civilian Workyears Eliminated	265	1,436
Army	11	28
Navy/MC	0	62
Air Force	254	1,346

More recently, DoD components have been encouraged to determine whether additional functions performed by defense personnel could be more efficiently obtained from private sources. In this regard, the Department has identified broad area candidates for review such as base operations support, family housing, maintenance and repair, training, finance and accounting, and transportation. The Department expects to rejuvenate commercial activities reviews in FY 1996 and beyond. Current plans call for studies involving up to 18,000 FTEs in FY 1996 and an additional 7,000 in FY 1997.

The Department requests Congressional repeal of arbitrary legislative provisions that preclude realization of resource savings through competition.

B. CONSOLIDATION

Between FY 1987-95, the Department accomplished a significant amount of mission consolidations as a result of base closure/realignment actions and Defense management reform initiatives. However, the DoD acknowledges additional opportunities for savings through consolidation, both within DoD and across the Federal sector.

1. Base Closures and Mission Realignment Actions. Military base closures and realignment actions save manpower and dollars and support the reinvestment necessary to foster economic growth. Savings in management headquarters manpower and functions also result when installation missions are realigned or transferred to other Defense sites. Closures provide valuable Defense assets (i.e., people, facilities, and real estate) for productive private sector use. However, this type of infrastructure reduction has historically lagged behind DoD budget reductions.

a. Domestic Bases. For many years, the Department found the opposition to closing domestic bases to be too powerful. In the decade before the first Base Realignment and Closure (BRAC) Commission, only four bases could be closed. As a result of the four BRAC rounds, however, a total of 97 major domestic military installations will close by FY 2001. This is approximately 21 percent of U.S. bases as measured by plant replacement value. About half of those approved (or 48 bases) have actually closed as of March 31, 1996. Appendix F provides a detailed listing of actual and approved closures for each BRAC round. A summary of domestic base closure information is depicted below:

DEPARTMENT OF DEFENSE MAJOR DOMESTIC BASE CLOSURES							
<u>COMPONENT</u>	<u>US</u>	<u>BRAC</u>				<u>BASES</u>	<u>REDUCTION</u>
	<u>BASES</u>	<u>88</u>	<u>91</u>	<u>93</u>	<u>95</u>	<u>REMAINING</u>	
ARMY	109	-7	-4	-1	-11	86	-21%
NAVY/MC	168	-4	-9	-20	-9	126	-25%
AIR FORCE	206	-5	-13	-6	-5	177	-14%
DEFENSE AGENCIES	12	0	0	-1	-2	9	-25%
TOTAL	495	-16	-26	-28	-27	398	-20%

Closing domestic military bases is difficult, especially for the communities affected. Early identification of a viable reuse plan benefits everyone because economic recovery is expedited and DoD savings are realized earlier. Consequently, the DoD has developed a new reuse and redevelopment strategy to accelerate environmental cleanup, disposal, and reuse of base closure property and to quickly generate replacement jobs and economic activity. This new process has (1) closed bases faster, (2) established base transition coordinators at major sites to act as a local ombudsmen and facilitators, (3) provided greater amounts of community reuse support funding, (4) developed an Economic Development Conveyance to allow a very flexible negotiated method of property transfer to communities for job creation, and (5) built a cooperative partnership with the environmental regulators by establishing BRAC cleanup teams to work together on rapid professional cleanup of the closure properties. These initiatives have

greatly accelerated the community reinvestment process by allowing communities, through interim leasing, to begin economic development earlier and relieve the Department of long-term caretaker costs.

b. Overseas Bases. Between FY 1987-FY 1995, 961 overseas DoD sites were returned for host nation use. The overseas drawdown is virtually complete. These overseas realignments (961) represent a 58 percent reduction (measured in terms of sites) from the FY 1987 DoD level.

The Deputy Assistant Secretary of Defense (Installations) has primary responsibility for evaluating worldwide military base closure and associated mission realignment opportunities.

2. Functional Consolidations. In 1958, the Congress authorized the Secretary of Defense to integrate as a separate organizational entity, "any supply or service activity common to more than one military department, whenever (he) determines it will be advantageous to the government in terms of effectiveness, economy, or efficiency." Since that time, the Secretary of Defense has utilized that authority to create a number of Defense Agencies and DoD Field Activities. Functional consolidations increase the Department's efficiency and permit the Military Services to devote a greater portion of their resources to their primary military missions.

Between FY 1987 and FY 1995, the amount of military and civilian manpower allocated to Defense Agencies almost tripled (from 108,997 to 313,671). Most of the growth occurred in new organizational creations resulting from functional consolidations of Defense-wide missions. Chapter VIII identifies some of the various consolidation initiatives that occurred over this timeframe. The Department expects to achieve continued manpower savings in the budget and outyear period from additional functional consolidations as the DoD continues to reduce organizational layers and streamline overhead staffs. Additional consolidations are expected to occur in management headquarters, intelligence, research and development, personnel administration, and medical activities.

C. BETTER BUSINESS PRACTICES

Opportunities for better business practices offer potential savings in virtually all segments of the DoD infrastructure. For a number of years, the Department has utilized a variety of operational and managerial tools and techniques. Such tools include efficiency reviews and work measurement techniques. All of these tools are still used by manpower analysts today to assist DoD managers in achieving optimal operating efficiency. More recently, additional variations of these same streamlining vehicles have emerged under the auspices of functional process improvements, business process reengineering, and benchmarking. These tools are not unique to any one DoD mission area or any one operating component. All of these interrelated management initiatives are designed to contribute toward overall streamlining objectives.

IV. DOWNSIZING GOALS AND ACCOMPLISHMENTS

The Department began streamlining its operations and reducing its military force structure, associated infrastructure, and overall budget in FY 1998. Consequently, the Defense Department had six consecutive years of downsizing behind it when the National Performance Review (NPR) report on federal-wide streamlining was released. The Department had also completed a Bottom Up Review (BUR) to determine, among other things, what additional streamlining and downsizing would be required in the post-Cold War era. The results of that review are discussed below.

A. Bottom Up Review (BUR) Downsizing Goals

In FY 1993, the Department conducted a Bottom Up Review (BUR) to assess what national defense strategy and resources were needed to accomplish its post-Cold War mission. As a part of that review, the Department established goals to reduce the cost of its infrastructure. At that time, the DoD acknowledged civilian manpower as a significant infrastructure cost driver. The Department surmised civilian reductions were lagging significantly behind those being made in uniformed personnel. By FY 1993, the DoD budget had declined by 22 percent (measured in constant FY 1995 dollars) and the Department had reduced its active duty military force by 22 percent (or 468,000). However, the reduction in civilian manpower was assessed at only 13 percent (or 143,000 workyears). In addition, projected manpower estimates provided by many operating Components did not appear to reflect reduced budget authority. As a result, the Department developed a top down strategy for reducing its civilian workforce in order to ensure that infrastructure costs would not consume increasing percentages of the Defense budget over time.

As part of that strategy, the Department established annual workforce reduction goals in conjunction with its overall infrastructure cost reduction goals. The Secretary of Defense directed that DoD components plan to achieve civilian workyear reductions on the order of 4 percent per year for each of fiscal years 1995-99. Reduction goals were assessed at 4 percent annually in order to minimize involuntary personnel separations. This direction resulted in a Defense Department reduction goal of 18 percent compared to the federal-wide NPR goal of 12 percent over this same period. DoD Components were directed to achieve their reductions by: a) reassessing overall program objectives; b) reorganizing major functions; and c) streamlining, automating, and standardizing work methods and processes. The Department's guidance discouraged salami-slice approaches to program implementation and directed that readiness remain the first priority.

This initial guidance was subsequently modified in June 1994 to accelerate previously programmed BUR reductions and to provide for continuing reductions through FY 2001. The acceleration was based on a subsequent assessment that NPR-recommended reforms and ensuing employment trends called for greater reductions in FY 1994. The acceleration was also based on the Secretary's direction to make long-term civilian reductions more commensurate with reductions in uniformed personnel.

As a result, the Department revised its previously established BUR goal (from 18 to 22 percent) which provided for a long-term reduction in DoD civilians of 35 percent between FY 1987 and FY 2001. However, the allocation of the reduction goals varies among major operating components based on Departmental analyses involving reductions in force structure, work load, and overall funding levels. Reduction goals for each component also consider the effects of numerous functional transfer actions that occurred, and were programmed to occur, over the downsizing period.

B. National Performance Review (NPR) Implementation

The DoD Streamlining Plan assigns responsibility for streamlining Defense infrastructure to the principal assistants to the Secretary of Defense, including the Chairman of the Joint Chiefs of Staff. This senior leadership is charged with identifying high payoff areas, establishing realistic goals that link authority with responsibility, eliminating unnecessary controls, developing result-oriented metrics, and creating opportunities for innovators.

The focus of the NPR civilian reductions is limited to the direct hire portion of DoD's workforce. Therefore, it excludes approximately 43,000 indirect hire foreign nationals accounted for in DoD's overall civilian

workforce. The focus of the NPR is also on reductions that are due to occur over the FY 1993-FY 1999 timeframe, although current DoD plans call for continued downsizing through FY 2001.

The following table depicts the extent of DoD direct hire reductions over the NPR period. Current plans call for a reduction in the DoD direct hire workforce of 23 percent between FY 1993 and FY 1999, compared to the federal-wide NPR goal of 12 percent. The planned DoD reduction (209,862) will, conceivably, satisfy 77 percent of the federal-wide reduction goal of 272,900. The following table identifies NPR-related workforce reductions, by major DoD operating component.

DEPARTMENT OF DEFENSE FY 1993-FY 1999 NPR REDUCTIONS [in 000s]				
	WORKYEARS/FTEs 1/		FY 1993-99 CHANGE	
	ACTUAL	ESTIMATE	Amount	Percent
	FY 1993	FY 1999		
ARMY	295.7	226.5	- 69.1	-23.4
NAVY/MC	284.6	205.3	- 79.4	-27.9
AIR FORCE	200.3	163.3	- 37.0	-18.5
AGENCIES	150.8	126.5	- 24.4	-16.2
TOTAL	931.4	721.6	- 209.9	-22.5

1/ Direct Hire only

The NPR report recommended that selected workforce elements and particular occupational groups should be the primary focus for achieving Federal-wide civilian reductions. The report indicated that most of the reductions should be concentrated in structures of over-control and micro-management that now bind the Federal government: management headquarters staffs, personnel specialists, budget analysts, procurement analysts, accountants, and auditors. According to the NPR, these central control structures stifle the creativity of line managers and workers and consume billions per year in salary, benefits, and administrative costs. Accordingly, the Department has initiated downsizing actions that address each one of these areas in conjunction with overall reduction goals. Each one of these primary focus NPR areas is discussed below.

1. Management Headquarters/Headquarters Support--The Department has been tracking the size of its management headquarters/support elements for at least 20 years. Over this period, the Congress has been interested in the size of the DoD's headquarters elements also. Chapters 303, 503, and 803 of Title 10, U.S. Code provide for permanent ceilings on the number of employees in Military Secretariat organizations. In addition, the Department has been directed under various legislative initiatives to reduce the overall size of DoD headquarters and to report such data in conjunction with DoD's President's Budget. Historically, the Department's headquarters workforce has been managed using the combined strength of both military and civilians allocated to management headquarters activities.

Section 906 of the National Defense Authorization Act for FY 1991 (Public Law 101-510) required that DoD reduce the number of employees in management headquarters and headquarters support activities, for each of fiscal years 1991-1995, by not less than 4 percent of the number of September 30, 1990. By FY 1992, the DoD had already achieved an 11 percent reduction

based on various functional consolidations. In FY 1993, the Department sought legislative relief from the incremental 4 percent reductions in FY 1994 and FY 1995 so that DoD would not be penalized for having streamlined faster. Section 942 of the National Defense Authorization Act for FY 1994 (Public Law 103-160) provided that relief in allowing flexibility in annual reduction rates, as long as an overall (20 percent) reduction is achieved by the end of FY 1995. By the end of FY 1995, the Department had exceeded the Congressional reduction goal in reducing its management headquarters and support staffs by 23 percent (or 17,000 strength). Military Department reductions include a number of functional transfers to newly created and expanded Defense Agency accounts over this same period, as reflected below:

DEPARTMENT OF DEFENSE FY 1990-FY 1995 MANAGEMENT HEADQUARTERS REDUCTIONS				
	END STRENGTH 1/ ACTUAL		CHANGE	
	FY 1990	FY 1995	Amount	Percent
ARMY	22,341	15,124	- 7,217	- 32
NAVY/MC	17,818	14,182	- 3,636	- 20
AIR FORCE	23,226	16,864	- 6,362	- 27
AGENCIES	9,647	10,062	+ 415	+ 4
TOTAL	73,032	56,232	-16,800	- 23

1/ Reflects Congressional control on end strength vice workyears.

An additional 7 percent reduction in the size of DoD management headquarters staffs is currently planned throughout the NPR period for a cumulative reduction between FY 1990-FY 1999 of approximately 30 percent.

The Director for Administration and Management is responsible for identifying DoD management headquarters and headquarters support elements. The Under Secretary of Defense for Personnel and Readiness is responsible for reviewing and issuing guidance pertaining to the size and composition of the DoD work force allocated to management headquarters and headquarters support-type activities.

2. Occupational-Specific--The NPR report targets particular occupations for achieving Federal-wide civilian reductions through FY 1999. Occupations targeted include personnel specialists, procurement analysts, budget analysts, accountants, and auditors.

On June 2, 1994, the Department issued manpower guidance that accelerated and increased overall civilian reductions through FY 1999. That guidance also provided for a 12 percent reduction, by FY 1997, in DoD civilians engaged in finance, personnel, and procurement-type work. The Department's implementing guidance includes entire occupational disciplines vice the more selective NPR recommendations that targeted particular sub-elements of disciplines. Together, the targeted occupational groups comprised approximately 15 percent (or 141,000) of DoD's direct hire work force in FY 1993.

As a next step, DoD components were tasked to identify their plans for continued reduction in targeted occupational groups beyond FY 1997. Those plans revealed a need for additional top down management intervention in order to induce reinvention. Accordingly, the Department implemented a strategy that provides for long-term focus on NPR occupational reductions that parallel overall DoD reduction rates. (See following table.)

DEPARTMENT OF DEFENSE				
FY 1993-99 OCCUPATIONAL REDUCTION TARGETS				
[Workyears/FTEs in 000s]				
	<u>WORKYEARS/FTEs</u>		<u>FY 1993-99 CHANGE</u>	
	<u>ACTUAL</u>	<u>ESTIMATE</u>	<u>Amount</u>	<u>Percent</u>
	<u>FY 1993</u>	<u>FY 1999</u>		
FINANCE	57.5	44.9	- 12.5	-22
PERSONNEL	26.8	20.9	- 5.9	-22
PROCUREMENT	56.9	44.4	- 12.5	-22
TOTAL	141.2	110.2	- 31.0	-22

This reduction strategy will ensure that manpower in these infrastructure areas will not constitute increasing percentages of DoD's overall direct hire workforce.

Most of the reductions in DoD finance, personnel, and procurement activities are expected to be accomplished through better business practices and a number of consolidation initiatives.

The Under Secretary of Defense (Comptroller) has primary responsibility for reinventing DoD financial operations and implementing reductions in DoD's civilian financial community. His decision to consolidate operations under the Defense Finance and Accounting Service (DFAS) and reduce the number of operating sites from 300 to 25 will help achieve the finance-related portion of overall DoD civilian reductions.

The Under Secretary of Defense for Personnel and Readiness has made radical changes in civilian personnel administration and management. The Department has consolidated common administrative functions under a DoD Field Activity called the Defense Civilian Personnel Management Service. This consolidation reduced the staff performing these functions by 20 percent initially with an additional 15 percent reduction planned over the next 4 years. The USD(P&R) has also initiated a restructuring plan for regionalization and systems modernization of civilian personnel services. The goal of this plan is to improve service quality while reducing resources. When full implementation is achieved, the ratio of personnelists to employees serviced will improve from 1:61 to 1:100. This is roughly a 40 percent reduction in the number of personnel specialists. Economic analyses confirm that with proper investment, Regionalization and Systems Modernization are achievable and cost effective. The benefits are estimated to be \$182M annually.

The Under Secretary of Defense for Acquisition and Technology has primary responsibility for implementing reductions in DoD's procurement community. The following streamlining initiatives reflect continuing progress toward reinventing and reengineering the DoD acquisition system and its component business processes, including legislative and regulatory reform.

1. **Acquisition System Reengineering**--In FY 1994, the Department implemented Electronic Commerce/Electronic Data Interchange (EC/EDI) for the procurement of items within the Simplified Acquisition Threshold. The interchange provides one face to industry and utilizes commercially available software for processing contract actions. The system will allow vendors to connect with commercial value-added networks that access the entire DoD system at one primary and one backup site and receive data on all planned purchases.

2. **Policy Limiting Government-Unique Procurements**--In FY 1994, the DoD established and implemented a policy that relies upon non-governmental performance standards and specifications for most procurements involving products, systems, and services, unless government-unique standards are the only practical way to ensure customer needs are met. The policy eliminates manufacturing and management specifications. The policy also moves DoD from inspection to process control and to forming partnerships with industry to develop non-governmental standards.

3. **Legislative and Regulatory Reform**--The Department is continuing to work with the OMB and the Congress to ensure that legislative changes will be made to facilitate acquisition reform. Implementation of regulatory changes necessitated by acquisition reform has been established at a point six months after legislative passage.

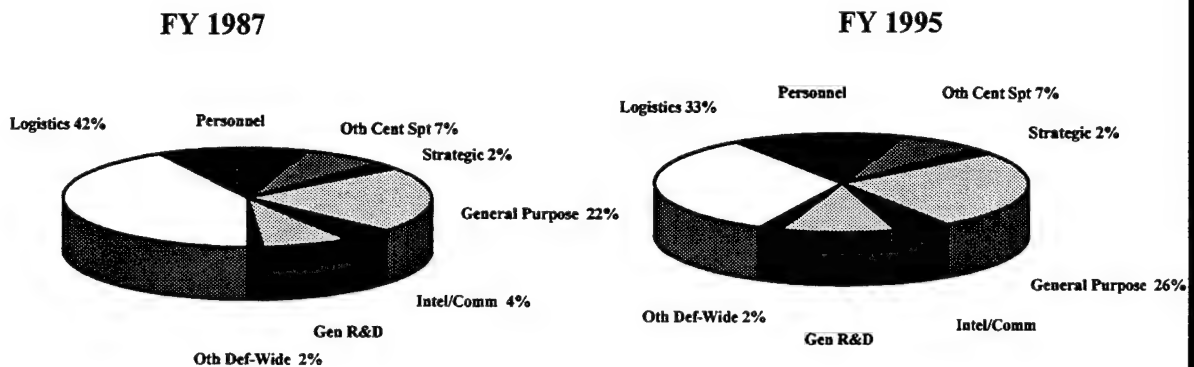
C. FY 1987-95 Downsizing Accomplishments

The Department has been extremely successful in accomplishing its civilian downsizing goals. Since FY 1987, the Department has reduced its civilian workforce by approximately 23 percent or 262,000. More than half of the reduction is reflected in the Department of the Army where military force structure reductions and functional transfers to Defense Agencies have been greater than any other major operating component. Over the past two years, the average rate of reduction has been over six percent compared to the annual reduction target established under the BUR of four percent. Actual downsizing between FY 1987 through FY 1995, by major DoD operating component, is depicted below:

DEPARTMENT OF DEFENSE				
FY 1987-95 CIVILIAN WORKYEAR (FTE) REDUCTION				
	<u>ACTUAL</u>		<u>FY 1987-95 CHANGE</u>	
	<u>FY 1987</u>	<u>FY 1995</u>	<u>Amount</u>	<u>Percent</u>
ARMY	416,932	272,703	-144,229	-35
NAVY/MC	349,655	259,284	- 90,371	-26
AIR FORCE	264,669	188,895	- 75,774	-29
AGENCIES	95,796	144,268	+ 48,472	+51
TOTAL	1,127,052	865,150	-261,902	-23
Direct	1,043,628	821,739	-221,889	-21
Indirect	83,424	43,411	- 40,013	-48

Between FY 1987-95, civilians associated with logistics functions have accounted for most of the reduction, as indicated below:

FY 1987-95 CIVILIAN ALLOCATION 1/ (BY DEFENSE MISSION CATEGORY) 2/-

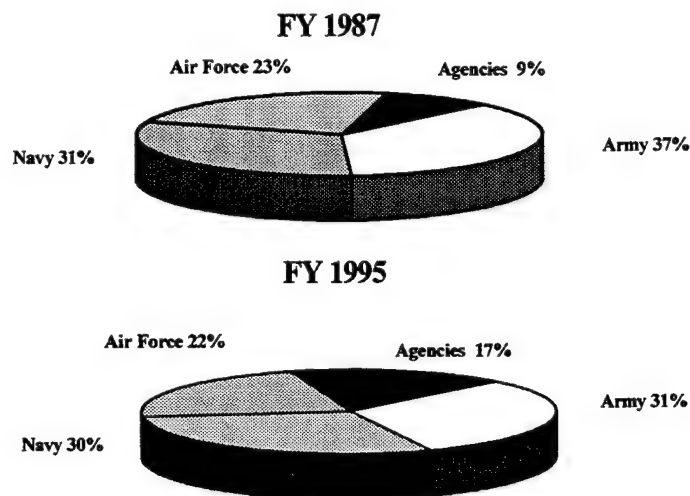


1/ Direct and Indirect Hire.

2/ Second DMC Level Aggregation.

Manpower allocated to Defense Agencies increased over this period as portrayed below. The increase was based on a number of functional consolidations involving manpower transfers from the Military Departments. These include the consolidation of DoD contract management, accounting and finance, and commissary store operations.

FY 1987-95 CIVILIAN ALLOCATION 1/ (BY MAJOR OPERATING COMPONENT)



1/ Direct and Indirect Hire FTEs.

D. FY 1997 BUDGETARY ESTIMATES

The Department will require approximately 807,000 civilian workyears at a cost of \$42.4 billion in FY 1997 to accomplish its missions. The cost of this manpower represents 12 percent of the Department's Total Obligational Authority (TOA).

The following table depicts civilian workyears for FY 1997 compared to FY 1995 by Defense Mission Category (DMC). The FY 1997 projection is 58,000 (or 7 percent) less than the level of effort utilized in FY 1995 (865,000 workyears). Most of the reductions (59 percent) that are programmed to occur between FY 1995 and FY 1997 are expected to continue in the area of logistics support in recognition of ensuing base closure actions. Over this period, Defense depot activities are directed to continue reducing excess capacity while retaining only the minimum essential core capabilities required to exercise DoD acquisition and support management responsibilities. Detailed changes, by DMC, are discussed in the Service and Defense Agency chapters (IV-VIII).

DEPARTMENT OF DEFENSE

CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL FY95 WY	FY96 WY	FY97 WY	FY 95-97 WY CHANGE NO.	%
MAJOR FORCE	242636	237534	231425	-11,211	-5%
Strategic Forces	15950	17158	17160	1,210	8%
Strategic Offense	10549	10067	10274	-275	-3%
Strategic Defense	4910	6631	6401	1,491	30%
Strategic C	491	460	485	-6	-1%
General Purpose Forces	226686	220376	214265	-12,421	-5%
Land	107496	104106	101295	-6,201	-6%
Tactical Air	35427	33785	32971	-2,457	-7%
Naval	43007	43787	41620	-1,387	-3%
Mobility	36813	34664	34355	-2,459	-7%
Special Operations	2701	2692	2698	-3	0%
Counter Drug Support	1242	1343	1327	85	7%
DEFENSE-WIDE	144864	144729	138457	-6,408	-4%
Intell/Comm	39850	40578	38773	-1,077	-3%
Intelligence	16618	16957	16689	71	0%
Communications	23232	23621	22084	-1,148	-5%
Research & Development	88660	85768	82062	-6,598	-7%
Science & Technology	17586	16047	15544	-2,042	-12%
Undistributed	446	429	425	-21	-5%
Management & Support	70628	69292	66093	-4,535	-6%
Other Defense-Wide Missions	16354	18383	17622	1,268	8%
Geophysical Sciences	11306	11673	11186	-120	-1%
Space Launch Support	768	798	806	38	5%
Nuclear Weapons	450	476	450	0	0%
International	3830	5436	5180	1,350	35%
				0	
DEFENSE-WIDE SUPPORT	477650	458945	436934	-40,717	-9%
Logistics	288403	268716	252926	-35,477	-12%
Supply Operations	100842	97613	94412	-6,430	-6%
Maintenance	120172	107528	96660	-23,512	-20%
Other Logistics	67389	63575	61854	-5,535	-8%
Personnel	126421	124705	121076	-5,345	-4%
Acquisition	10542	10921	10798	256	2%
Training	47886	45905	44174	-3,712	-8%
Medical	46142	45487	43440	-2,703	-6%
Federal Agency	12	8	7	-5	-42%
Other Personnel	21839	22384	22658	819	4%
Other Centralized Support	62826	65524	62932	106	0%
Departmental Headquarters	62826	65524	62932	106	0%
GRAND TOTAL	865150	841207	806815	-58,335	-7%
Direct	821737	800008	767417	-54,320	-7%
Indirect	43413	41199	39398	-4,015	-9%

1/ As reflected in FY 97 Presidents Budget.

The following table identifies how the DoD civilian workforce is funded among the several different appropriation accounts/funds.

DEPARTMENT OF DEFENSE
CIVILIAN WORKYEARS (FTEs)
BY APPROPRIATION AND MAJOR OPERATING COMPONENT 1/

	<u>ACTUAL</u>	<u>BUDGET</u>	
	FY 95	FY 96	FY 97
ARMY			
O&M	170,381	165,003	158,315
O&M (Res)	11,192	11,297	11,167
O&M (Nat Guard)	26,793	26,078	26,074
O&M (Rifle)	28	0	0
R&D	25,868	25,305	24,324
MILCON	6,006	6,680	6,400
MFH	1,477	1,391	1,321
REVOLVING	30,936	29,928	29,619
FOR FIN PRG/LEG CONT	22	127	-957
TOTAL	272,703	265,809	256,263
NAVY			
O&M (Navy)	87,890	91,509	88,698
O&M (Marine)	15,830	16,444	16,488
O&M (Navy Res)	2,680	2,614	2,492
O&M (Marine Res)	146	161	161
R&D	1,849	1,995	2,051
MILCON	2,952	2,983	3,327
REVOLVING	147,839	130,422	117,302
MILITARY ASSIST	98	102	102
TOTAL	259,284	246,230	230,621
AIR FORCE			
O&M	103,009	99,968	97,499
O&M (Res)	15,325	15,480	15,567
O&M (Nat Guard)	25,567	25,547	25,031
R&D	11,110	11,057	10,662
REVOLVING	33,884	34,332	32,448
TOTAL	188,895	186,384	181,207
AGENCIES			
O&M	56,732	55,800	54,049
O&M (IG)	1,621	1,538	1,453
O&M (CMA)	53	59	59
O&M (Drugs)	0	1,343	1,327
O&M (DHP)	888	865	818
R&D	1,195	1,462	1,513
REVOLVING			
Stockpile/T Fund	283	268	273
Pentagon Res	1,004	1,048	951
DBOF	82,346	80,258	78,140
TRUST	15	15	15
FMS (Tr)	92	92	92
GSA /BMF	39	36	34
TOTAL	144,268	142,784	138,724
TOTAL DOD			
O&M	518,135	513,706	499,198
R&D	40,022	39,819	38,550
MILCON	8,958	9,663	9,727
MFH	1,477	1,391	1,321
REVOLVING	296,292	276,256	258,733
TRUST	15	15	15
MILITARY ASSIST	212	321	-763
GSA	<u>39</u>	<u>36</u>	<u>34</u>
GRAND TOTAL	865,150	841,207	806,815

1/ Direct and indirect hire.

Section 1032 of the National Defense Authorization Act for FY 1996 requires that the Department convert 10,000 positions from military to civilian by September 30, 1997; 3,000 of the conversions must be accomplished in FY 1996. Although the Department opposed this provision prior to its enactment, the DoD has taken the necessary steps to accomplish the following conversions for FY 1996:

**Military-Civilian
Conversions**

Army	1,418
Navy	698
Marine Corps	100
Air Force	1,003
Total	3,219

E. FY 1998-2001 PLANNING ESTIMATES

The Department will continue to streamline its infrastructure and reduce its civilian workforce through FY 2001. Current planning estimates, by major DoD operating component, are reflected below:

DEPARTMENT OF DEFENSE FY 1998-FY 2001 WORKYEAR (FTE) ESTIMATES [in 000s]				
	<u>FY 1998</u>	<u>WORKYEARS/FTEs</u> <u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
ARMY	251.0	246.0	241.4	237.6
NAVY/MC	223.3	216.0	209.1	204.7
AIR FORCE	175.3	169.8	166.0	164.0
AGENCIES	133.9	128.8	125.1	122.0
TOTAL	783.6	760.7	741.6	728.3
Direct	744.3	721.6	702.6	689.5
Indirect	39.2	39.1	39.0	38.8

By FY 2001, the Department expects to fund an in-house civilian work force that is 35 percent less than the level executed in FY 1987. The cumulative change, by major operating component, is depicted below.

DEPARTMENT OF DEFENSE FY 1987-FY 2001 WORKYEAR (FTE) REDUCTION (IN 000s)				
	<u>ACTUAL</u> <u>FY 1987</u>	<u>ESTIMATE</u> <u>FY 2001</u>	<u>FY 1987-01 CHANGE</u>	
			<u>Amount</u>	<u>Percent</u>
ARMY	416.9	237.6	-179.3	-43%
NAVY/MC	349.7	204.7	-145.0	-41%
AIR FORCE	264.7	164.0	-100.7	-38%
AGENCIES	95.8	122.0	26.2	27%
TOTAL	1127.1	728.3	-398.8	-35%

Cumulative reductions vary across Components based upon variances in force structure, budget reductions, and mission realignments involving a significant number of manpower transfers from the Services to Defense Agency accounts over the FY 1990-FY 1995 period.

V. PERSONNEL SEPARATION STRATEGY

The Defense Department maintains its strategy of accomplishing personnel reductions with a minimum number of involuntary separations. To accomplish these reductions, the Department uses all the tools available, including hiring restrictions, voluntary early retirement authority, and separation incentives (buyouts), along with a limited number of involuntary separations. A discussion of each of the separation tools is provided below:

A. PERSONNEL SEPARATION TOOLS:

1. **Voluntary Early Retirement Authority (VERA)**. This authority is delegated by the Office of Personnel Management (OPM) to help agencies and departments reduce staff by allowing employees to retire under reduced age and service requirements. The retirement annuity of VERA electees is reduced by 2 percent per year for each year the employee is under age 55.

In FY 1995, the Department processed approximately 11,000 personnel separations involving VERA. Since the authority was granted to the DoD in FY 1994, over 23,000 DoD employees have taken advantage of this early retirement authority.

2. **Voluntary Separation Incentive Pay (Buyouts)**. Buyouts are lump sum payments of up to \$25,000 paid by the DoD to encourage employees to resign or retire. Buyouts are targeted at employees in specific grades, occupational specialties, or locations to help avoid involuntary separations. Generally, activities must offer buyouts to their employees at least 30 days before they issue reduction-in-force (RIF) notices (phase I). If notices have already been issued, the Department looks for employees at other installations who are the same grade and occupation as the employee with the RIF notice and are willing to take an incentive. This creates a vacancy into which DoD can then place the employee with the RIF notice. Current DoD buyout authority runs through September 30, 1999.

To minimize involuntary layoffs, the DoD aggressively implemented its "separation-pay" or "buyout" program. During FY 1995, 25,000 separating civilians took advantage of buyouts. Since the buyout authority was granted to the DoD in FY 1993, buyouts have been paid to over 78,000 separating employees. Others have either resigned or retired without an incentive. The DoD buyout program is the model for the Federal Workforce Restructuring Act which allowed non-Defense agencies to offer buyouts as well in order to avoid involuntary personnel separations.

3. **Involuntary Reduction-in-Force (RIF)**. RIF is a structured, orderly process through which employees are separated or changed to lower grade. RIF actions are based on length of service, performance, and veteran's preference and status. Those last hired are usually the first to go. Most employees separated by RIF are entitled to payment for unused annual leave, severance pay (based on salary, years of service and age), and unemployment compensation. If the employees elect to continue their health insurance for up to 18 months, the DoD will pay the employer portion of the premium and any administrative fees. In addition, employees separated by RIF remain in DoD's priority placement system for up to one year after separation.

RIF separations have usually been a tool of last resort. They tend to be disruptive and tend to eliminate younger and lower graded personnel. Reductions-in-force disrupt operations through the "bumping and retreating" process, whereby a higher graded, more senior person can bump a more junior person, and that person may be able to bump an even more junior person. This process of bumping and retreating often results in the remaining work force being more highly graded, and thus more expensive.

In FY 1995, only 5,000 civilians were involuntary separated.

B. DoD CIVILIAN ASSISTANCE AND RE-EMPLOYMENT (CARE) PROGRAM

The DoD also has highly effective programs to help displaced civilians find new jobs. The most notable is the Priority Placement Program (PPP), an automated mandatory system that matches employees who are scheduled to be separated with vacant DoD positions for which they are qualified. Roughly 18,000 people are registered in the program. Placements remain at an average of 800-900 per month. Between FY 1987 and FY 1995, the PPP offered jobs to well over 43,000 DoD employees. Almost 99 percent of the supervisors surveyed report that they are satisfied with PPP placements. Most supervisors report that the employees placed from the program are better qualified than employees referred from other sources. Coupled with the Defense Out-Placement and Referral System (DORS) (another automated but voluntary system which refers applicants to Federal and non-Federal employers) and aggressive out-placement efforts, this program gives employees workable alternatives to separation.

The DoD agrees that Federal agencies have the responsibility to do everything possible to take care of their employees, particularly during times of transition. In the FY 1995 National Defense Authorization Act, the Congress approved a Non-Federal Hiring Incentive to encourage private sector employers to hire surplus DoD employees from BRAC bases. The DoD will reimburse prospective employers for retraining costs and pay relocation expenses for surplus employees who move to take a job with a non-Federal employer and remain on the job for at least a year. Such incentives, limited to \$10,000 per employee, will make Defense employees more valuable to other employers.

Over the next few years, the Department will continue to work with the Office of Personnel Management, other Federal agencies, and the Congress to provide for the best Federal-wide placement opportunity.

VI. STREAMLINING CHALLENGES AND CONSIDERATIONS

This report indicates how the Defense Department intends to contribute toward the Federal-wide streamlining and reinvention effort while maintaining military readiness. This section identifies challenges related to that objective. Some challenges are common to most public sector downsizing; other challenges are government unique or DoD-specific.

A. COMMON PUBLIC SECTOR CHALLENGES

1. Personnel Separation/Severance Costs. Normal attrition rarely achieves the personnel loss rates required by public sector staff reduction plans. Attrition is also random, thereby risking skills imbalances. Artificial attrition rates must therefore be stimulated through buyout programs. It can take up to twelve months for reduced overall salary payments to negate the cost of each buyout, plus any additional payment relative to unused leave, etc. Given declining budgets, continuing fiscal provisions must be made to fund DoD personnel separation costs.

2. Systems Modernization/Capital Investment. In the short term, some effects of work force reductions may have to be negated by process improvements through systems modernization and automation. The latter requires relatively high initial capital investment which leads, eventually, to savings. Given the magnitude of DoD reductions, these types of initial investments must be clearly identified and supported if the DoD expects to maintain productivity and reap the long-term benefits of reinvention.

B. GOVERNMENT UNIQUE CHALLENGES

1. Legislative Reform. The Department is concerned about the time it takes to effect Federal-wide legislative reform--particularly that pertaining to government acquisition and personnel management initiatives. The current contracting process, conducted in conjunction with public versus private sector cost comparisons of commercial/industrial-type activities, needs to be streamlined. It should not take up to four years to issue a commercial activity-type performance contract. The Department has submitted, through the Office of Management and Budget, various proposals that would streamline federal procurement processes.

The DoD needs to be able to reap the benefits associated with simplified procurement and personnel management processes as soon as possible in order to achieve targeted workforce reductions. These reforms are essential to the Department's ability to maintain productivity in the face of declining staff. DoD, like other Federal agencies, is accomplishing internal deregulation. However, internal deregulation has little value unless correspondingly relief is effected at the same time in current Federal statutes (such as Title 5, U.S.C.) that still govern personnel management across the Federal sector.

2. Congressionally Mandated Workforce Restrictions. Over the years, a number of legislative provisions have evolved mandating what levels and kinds of DoD labor should be used to accomplish various Defense missions and workload. In FY 1995, the Department's civilian component was affected by approximately 20 different legislative workforce provisions. Some of these restrictions are codified into Title 10, U.S. Code. Under these restrictions, the Department's reinvention efforts aimed at fostering competition and implementing improved business practices are clearly stifled. The Department maintains the position that the DoD corporate structure should be free to size and tailor its workforce as it sees fit. The Department has established manpower policies for this specific purpose. The imposition of arbitrary floors and ceilings on various workforce elements interferes with internal DoD policies governing optimum use of manpower and is counter-productive to the efficient operation of the Defense Department. The Department's FY 1997 legislative proposal contains various provisions that would repeal some of the more restrictive provisions. Congressional support of these legislative appeal items is appreciated.

C. DOD-SPECIFIC CHALLENGES

Federal-wide streamlining requirements focus on specific civilian staff reductions. The specific targets were conceived as part of a public sector overview where, in most cases, staffing is predominantly civilian. However, in the Defense establishment, civil servants are a minority. When DoD civilian staff levels are viewed in isolation, the scope and complexity of functions undertaken are not readily apparent. As a result, analytical judgments and conclusions can be misleading.

Part II of this chapter articulates the complexities associated with the Defense Department having an integrated work force comprised of several different work force components--i.e., active duty and reserve military, as well as civilian. Such integration requires trade-off decisions, from time

to time, pertaining to achieving optimum operating efficiency. For example, when functions supported by an integrated work force are exposed to private sector competition, the military component is civilianized for purposes of calculating the government's personnel bid. This may cause either a temporary or permanent increase to DoD civilian manpower levels if the function remains in-house. For these reasons, the Department wishes to retain some degree of management flexibility with regard to currently established civilian drawdown goals.

VII. CONCLUSION

The Defense Department supports the intent and the thrust of the Federal-wide streamlining effort. Implementation objectives were described in the preceding parts of this chapter. Every effort will be made to reach these objectives, using all currently endorsed management tools.

Preeminent in Defense planning is the requirement to ensure national security. This includes maintaining the capability to project an effective U.S. military presence to meet any foreseeable situation anywhere in the world. Defense staff, both military and civilian, are a major component of the structure designed to meet this requirement. While the requirement is immutable, the Defense resources needed to achieve it vary significantly over time in response to changing global situations. Evolving events in the former Soviet Union, the Middle East, Eastern Europe, Africa, and now in the Caribbean area have each changed operational demands and related priorities. These unpredictable Defense commitments seem likely to continue in the foreseeable future. If DoD streamlining efforts begin to impair military readiness or other aspects of operational capability, alternative strategies and goals will be considered and recommended. These might include:

- o extensions of final implementation dates;
- o recommendations for offsetting targets so that under-achievement in one area may be offset by over-achievement in another; and
- o as a last resort, revision in downsizing goals, given that Defense will have taken a large proportion of the total public sector's reductions.

Given present planning, the Defense Department expects to meet a substantial proportion of currently identified downsizing goals by FY 1999.

CHAPTER IV

ARMY MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

Manpower requirements for the Active Army, the Army Reserve, the Army National Guard, and the civilian work force are a function of the force structure necessary to support the National Military Strategy. The Army's manpower challenge is to attract and retain quality soldiers and civilians equal to the challenges that face the Nation. The Army's future force must possess four essential qualities:

- Versatility - the ability to respond to a widening array of challenges, while drawing from a smaller reservoir of forces.
- Deployability - the ability to project appropriate combat power rapidly to wherever American interests are threatened.
- Lethality - the ability to overwhelm all potential adversaries through a Total Army effort.
- Expandability - the ability to generate forces rapidly in response to a deterioration of international order.

The Army's primary mission remains to fight and win the nation's wars; however, the Army serves the Nation in many ways. Because the Army prepares so strenuously for war, it can also execute military operations other than war, which require the same well-trained, disciplined troops that the nation relies upon for combat. These efforts include assistance to States as well as other nations during natural disasters, counter narcotics, and civil disturbance. The continuation of efforts such as OPERATION UPHOLD DEMOCRACY in Haiti, OPERATION SUPPORT HOPE in Rwanda, continuing commitments to European and Pacific allies as well as new missions in Bosnia-Herzegovina, Croatia, and Macedonian create an ever expanding Army role in international affairs and tax swiftly declining resources.

As the strategic land combat force, the Army must continue to provide the Nation with the ability to put a trained and ready force on the ground anywhere in the world on short notice. Recent lessons have enabled the Army to develop a force mix that capitalizes on the demonstrated qualities of its personnel and advanced technologies.

Reduction of the military and civilian work force are required as the Army swiftly downsizes. Consistent with the Army's personnel management philosophy, commanders influence how to reduce civilian manpower, taking the most severe actions (e.g., reductions in force) as a last resort. When personnel are impacted by reduction actions, job transition (i.e., Army Career and Alumni Program) and placement programs are available to assist them in finding continued employment.

By sustaining a force composed of quality soldiers and civilians, the Army will continue to fulfill its fundamental mission of providing trained and ready forces for prompt, sustained land combat in defense of our national interests, while being prepared to serve wherever, whenever and however the Nation calls.

B. Wartime Manpower Requirements

Wartime manpower requirements are based on the total Active Army (including mobilized Army Reserve/National Guard units) wartime force structure plus estimated combat casualties for Illustrative Planning Scenarios derived in conjunction with Defense Planning Guidance. The current worst case scenario is for two nearly simultaneous Major Regional Contingencies (MRC) located in Southwest Asia and Northeast Asia, and represents a partial mobilization only.

An Army 1994 comprehensive wartime manpower analysis under this scenario estimated a needed call-up of 84,400 Individual Ready Reserve (IRR) personnel and 14,300 retirees to fill manpower shortfalls. It also identified an additional 34,600 shortfalls that would need to be filled from other sources. The proposed Increased Access to the IRR program will enable the Army to call up a limited number of essential IRR Personnel upon declaration of Presidential Selective Reserve Call-up (PSRC).

Under current Army policy, IRR personnel will be sent to training installations for skill recertification and, for many, refresher training. For the Army to be able to perform this recertification and refresher training, while simultaneously continuing peacetime training, will require training base expansion through mobilization of Army Reserve Training divisions.

C. Manpower Levels

Manpower for the Active, Reserve, and Civilian Components are shown below:

Military Strength Request and Civilian Workyear (FTE) Plan (in Thousands)

	<u>FY 96</u>	<u>FY 97</u>
Active Military	495.0	495.0
Army Reserve	230.0	215.0
Army National Guard	373.0	366.8
Civilians*	265.8	256.3

*Includes Civilian Technicians

D. Major Changes Affecting Manpower Programs

1. Overview

a. US Army force structure uniquely supports the National Military Strategy (NMS). The primarily CONUS-based power projection Army can begin to move as soon as strategic lift aircraft are available. Strategic mobility for the heavy brigades is enhanced by prepositioned equipment, some sets of which are afloat to permit that equipment to move rapidly to a crisis area. Following deployment, the soldiers on the ground send potential adversaries an unequivocal message of US commitment and resolve. Should deterrence then fail, only the Army can conduct sustained ground combat operations over the entire battlefield to defeat any opponent in any region of the world.

b. To satisfy the evolving post-Cold War strategy, the Army is structured for a variety of roles and missions, from operations other than war, including humanitarian relief and peacekeeping, to the mid-to high-intensity conflict environment of major regional contingencies. The Army's balanced structure -- heavy, light and special operations forces --

allows the President and Secretary of Defense to tailor a ground response to any situation. The Army also maintains the ability to promptly reconstitute forces to counter any unanticipated threat. The reserve components are vital in that role, especially for combat support and combat service support functions. These functions constitute the core competencies of the Army Reserve.

c. Force structure/manpower plans call for maintaining the deterrent, warfighting and sustainment capabilities of America's Army by continuing emphasis on readiness, training, modernization, and enhanced productivity. Force structure changes implement current Executive Branch and Defense Planning Guidance through the end of the century.

The following tables display the Army manpower by major Defense Mission Category (DMC) for the Active, Selected Reserve, and Civilian Components. (Note: Due to rounding, data in the tables may not add to the totals shown.)

Army Active Manpower by DMC
(End Strength in Thousands)

	Actual		
	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
Strategic Forces	0.4	0.8	0.8
General Purpose Forces	344.4	335.1	336.5
Intelligence & Communications	14.0	14.7	13.1
General Research & Development	3.4	3.1	2.1
Other Defense-wide Mission	3.8	4.1	4.1
Logistics Support	2.8	2.8	2.3
Personnel Support	135.1	130.0	131.7
Other Centralized Support	<u>4.7</u>	<u>4.4</u>	<u>4.4</u>
Total in the Budget	508.6	495.0	495.0

US Army Reserve Manpower by DMC
(End Strength in Thousands)

	Actual		
	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
General Purpose Forces	150.8	144.9	135.1
Intelligence & Communications	0.6	0.5	0.7
Personnel Support	84.9	80.2	71.7
Other Centralized Support	5.0	4.4	7.5
Individuals (Trainees)*	(15.0)	(12.3)	(8.7)
Individual Mobilization Aug.*	(12.0)	(10.5)	(8.0)
Active Guard/Reserve *	<u>(11.9)</u>	<u>(11.6)</u>	<u>(11.6)</u>
Total in the budget	241.3	230.0	215.0

Army National Guard Manpower by DMC
(End Strength in Thousands)

	Actual FY 95	FY 96	FY 97
General Purpose Forces	341.7	340.0	332.8
Personnel Support	5.0	4.0	4.0
Other Centralized Support	28.2	29.0	30.0
Individuals (Trainees)*	(1.2)	(15.8)	(12.0)
Active Guard reserve *	<u>(23.5)</u>	<u>(23.5)</u>	<u>(23.0)</u>
Total in the budget	374.9	373.0	366.8

*Parenthetical entries are not additive to total end strength. Individuals and Active Guard/Reserve are allocated among the appropriate DMC.

Army Civilian (Direct and Indirect Hire) Manpower by DMC
(Workyears (FTEs) in Thousands)

	Actual FY 95	FY 96	FY 97
Strategic Forces	1.3	2.9	2.9
General Purpose Forces	104.5	99.5	96.3
Intelligence & Communications	10.1	10.6	9.0
General Research & Development	23.2	21.5	20.6
Other Defense-wide Mission	1.9	3.5	3.1
Logistics Support	61.5	58.5	58.6
Personnel Support	62.0	60.5	58.3
Other Centralized Support	<u>8.2</u>	<u>8.8</u>	<u>7.5</u>
Total in the Budget	272.7	265.8	256.3

2. The FY 1995 - FY 1997 Programs

a. At the end of FY 1995, America's Army consisted of four corps, twelve active divisions, and eight National Guard divisions. This contrasts with the Cold War Army of five corps and 28 divisions (18 Active and 10 National Guard). In FY 1996, the number of active divisions was reduced to ten by the inactivation of the 2d Armor and 24th Infantry Divisions.

b. As a result of congressional direction, structural reshaping and manpower budget constraints, the Army's Active Component end strength was reduced from a FY 1987 high of 780,800 to 508,600 by end-FY 1995 and 495,000 by end FY 1996. Similarly, the USAR continues to reduce its Selected Reserve (SELRES) commensurate with Active Army force reductions. The USAR will reach drawdown end-state strength of 207,900 in FY 1998, a reduction of 35 percent from its FY 1991 high of 319,000. To mitigate the impact of force structure reductions on soldiers and family members, the Army plans to maximize voluntary separations, increase early retirements, reduce accessions, and minimize involuntary separations.

c. Throughout this period, America's Army will be trained and ready to fight; a strategic force capable of decisive victory wherever, whenever, and however called upon to serve the Nation.

Today's reserve components are not forces "in reserve" being saved for future use nor are they just a cadre force. Reserve component units are an integral part of theater operational plans. Successful combat operations could not be conducted without them. They are a significant part of our combat, combat support, and combat service support forces. As America's Army reshapes itself, the primary focus will be to improve the readiness of the existing reserve component units while continuing modernization efforts.

The Army fully supports the intent of the legislation to provide dedicated Active Component support to train the Reserve Component. Lessons learned from Operation Desert Shield/Storm show the importance of having trained and ready Reserve Component forces. The structure was established by the requirements in Section 515 of Public Law 103-160, 30 November 1993. Most significantly, the implementation of the Ground Force Readiness Enhanced concept will enable a rapid, seamless transition from pre-mobilization to post-mobilization Reserve Component collective training. This will ensure the expeditious generation of Reserve Component forces to support the National Military Strategy.

Civilian work force adjustments for FY 1995 and FY 1996 are commensurate with force structure requirements, workload projections, and streamlining plans. The actual FY 1995 year-end employment level was 272.7 thousand. The budgeted work year levels of 265.8 thousand for FY 1996 and 256.3 thousand for FY 1997 reflect affordable manpower levels and force structure downsizing and streamlining impact. Work force levels continue to decline in the outyears as base closures and realignments, reduced funding levels, force structure reductions, reengineering of functions and outsourcing are put into effect. Civilians in combat support roles such as those utilized in Desert Storm and Haiti will continue to be considered in Army force planning.

3. Active Component

In FY 1996 and FY 1997 active component force structure changes will continue in CONUS, Europe, the Pacific, and Latin America under the Army's force reduction plan. By the end of FY 1996, the number of active component divisions will decline from 12 to 10. One heavy and one light brigade inactivated in FY 1995, and an additional heavy brigade will inactivate in FY 1996.

a. CONUS. In FY 1996, two divisions will inactivate. FORSCOM will complete the inactivation of the 1st Infantry Division (Mechanized) at Ft Riley and the 4th Infantry Division (Mechanized) at Ft Carson. Simultaneously, the 3rd Infantry Division (Mechanized) in Europe will reflag as the 1st Infantry Division (Mechanized), the 2d Armored Division will reflag as the 4th Infantry Division (Mechanized) and the 24th Infantry Division (Mechanized) will reflag as the 3rd Infantry Division (Mechanized). The 2d Armored Division and the 24th Infantry Division (Mechanized) colors will be retired. Two divisional brigades will remain at Ft. Riley each aligned to a division in Europe. The 4MX, designated the Experimental Force, will begin testing warfighting concepts using the latest military technology. The 3rd Armored Cavalry Regiment moves from Ft. Bliss to Ft. Carson and the 108th Air Defense Brigade moves from Ft. Polk to Ft. Bliss.

b. Europe

(1) The force structure draw down in Europe is complete. At the end of FY 1995 the active force structure in Europe reached end state at 65,000 military spaces. The draw down began in 1990 with a peak of 213,000 soldiers forward deployed in Europe. In addition to the

overall reduction in the size of the force, installations will continue to close. From a peak of 858 installations in 1989 Europe will retain 302 installations at end state in FY 1996.

(2) During FY 1994, 23,400 soldiers were withdrawn from Europe and end strength at the end of the FY reached 75,437. Reductions occurred to reduce the war fighting capability at every level from division to echelons above Corps. 1st Armored Division and 3rd Infantry Division (Mechanized) were reduced from three to two ground maneuver brigades along with their organic combat and combat support units. Third brigade, 1st Armored Division and its supporting engineer battalion, artillery battalion, and forward support battalion redeployed to Fort Lewis, Washington. The transfer of the brigade was the largest unit redeployment to CONUS of the current European draw down. Other major inactivations were the second brigade, 3ID with its associated supporting units located in Erlangen, and the Berlin brigade.

(3) The Army in Europe began FY 1996 with 65,000 soldiers. Major unit inactivations and reorganizations scheduled in Europe this fiscal year are focused on Division reflagging actions supporting the Army's 10 Division structure. Effective February 15, 1996, the 3ID reflags to 1ID. The two Brigades of the 1ID, at Ft. Riley, KS will become the 3d Brigades of the 1AD and 1ID.

c. Pacific

(1) Eighth US. Army (EUSA). During FY 1995, a Patriot Battalion and an Ordnance Company transferred from CONUS to EUSA. In FY 1996, a Corps Aviation Bde HQ will be transferred from Ft. Hood to Korea. In FY 1997, HHC EUSA will be increased by 152 additional personnel. Force structure continues to be shaped by commitments to theater operations, congressional directives, and the continuing threat of North Korean action. Nunn-Warner Phase I (FY 1990-1992) reductions were completed in FY 1992; however, the Nunn-Warner Phase II reductions continue to be on hold after they were suspended indefinitely by former Secretary of Defense Cheney. Currently there is a request to transfer OTS (Overseas Troop Strength) spaces from USARSO to EUSA, FY 1997 and beyond. This will allow the 1133 spaces allocated by CSA to Korea in FY 1996 (TAA-03 relook) to be transferred to Korea during the POM years.

(2) US. Army Pacific (USARPAC). As of 1 October 1994, the conversion of the 6th Infantry Division to a separate Infantry Brigade was complete. Also, the 6th ID brigade was aligned with the 10th Mtn, Ft Drum for contingency purposes only. A divisional brigade with its divisional base support slice inactivated from the 25th Infantry Division FY 1995. The light brigade at Ft Lewis will be aligned as a brigade of the 25th Light Infantry Division (LID), Hawaii. Force structure in Japan will remain relatively unchanged.

d. Latin America

US. Army South (USARSO). The Panama Canal Treaty Implementation Plan (PC-TIP) provides an orderly draw down of forces in Panama. The draw down of force structure continued during FY 1995. Defense of the canal, nation building assistance, and the counter drug program remain as major USARSO missions. The CSA decision to support 2080 troops in Panama past 1999 is subject to Congressional approval and appropriate treaty renegotiations. Rather than steady state at reduced levels in FY 1996 through FY 1999, at which time the forces would totally withdraw, this plan would keep USARSO at 2080 beginning FY 1998 and possibly beyond.

4. Reserve Component

a. Active Component/Reserve Component (AC/RC) Mix. Composition and size of the Army are based on the National Military Strategy (NMS). Deterrence remains the central motivating and organizing concept guiding US military strategy. Military force contributes to deterrence in four broad areas: strategic deterrence, forward presence, power projection, and reconstitution. The restructured Army will have two forward presence AC divisions in Europe and two divisions in the Pacific area of operations (2ID. Korea and 25th(LID), Hawaii). The CONUS-based crisis response force has five AC divisions. AC and RC reinforcing divisions and enhanced brigades complete the force.

A basic consideration in determining the AC/RC mix is the availability for deployment, which drives unit readiness levels, and is largely dependent on warning and response time. While AC forces are needed for rapid deployment, numerous RC units will be required to maintain readiness levels commensurate with their contingency force roles.

In distributing the projected force reductions in end strength, the Army focused on an appropriate mix of combat and combat support forces from among the AC and RC to meet National Military Strategy requirements. The exact determination of this mix was the result of a rigorous analytical process called Total Army Analysis (TAA). The number and type of reductions bear a direct relationship to the NMS. HQDA determined component selection based on availability, capability, affordability, and acceptable risk.

b. Directed Training Associations (DTA) To improve readiness and warfighting capabilities, the enhanced brigades have established training associations with AC units. Training associations are being defined for contingency force pool units.

c. US. Army Reserve (USAR) The Army Reserve is a community-based, federal force; an extension of the active Army that is directly responsive to the Army and federal needs, available for immediate activation upon the call of the President. The 1.3 million soldiers of the Army Reserve, comprised of the Selected Reserve, Individual Ready Reserve, and the Retired Reserve furnish over 56 percent of the total available personnel for the Army. During Desert Shield/Desert Storm, 63,371 troop program unit soldiers from 647 Army Reserve units and 21,619 Individual Ready Reservists were mobilized. The Army Reserve also supported recent operations in Somalia, Rwanda, Bosnia-Herzegovina, and Haiti with combat support and combat service support soldiers. The last unit scheduled to leave Haiti will be a USAR unit. Each year approximately 20,000 Reservists are deployed to 50 countries worldwide on a variety of missions. These Army Reservists have volunteered for this duty.

d. Army Reserve capabilities:

- Combat Support (CS)/Combat Service Support (CSS). The Army Reserve's primary contribution to America's Army mission capability is combat support and combat service support units which constitute 38 percent of America's Army capability. The Army Reserve is the principal provider of medical, legal, civil affairs, and psyops unit personnel as well as providing a significant number of other CS/CSS soldiers with special skills in fields such as transportation, military police, chemical, administration, and logistics. The concept that the Army Reserve is the primary source for America's Army RC CS/CSS was reinforced by the AC/RC Offsite Agreement announced in

December 1993, where numerous CS/CSS were transferred to the Army Reserve. Found predominantly in the Army Reserve, these skills are an integral and essential component of any deployment and are often enhanced by related civilian occupations.

- Training base Provider. The Divisions (Exercise) are the Army's primary CS/CSS collective RC training vehicle and the premier simulation provider at battalion and brigade level for all three components. The Division (Institutional Training) provides individual training for initial entry trainees, MOS reclassification, and both officer and enlisted professional development education systems. The Army Reserve assists the active component in force reconstitution by providing these basic and advanced training units that can augment and expand Army training during national emergencies. A significant portion of Divisions (Exercise and Individual Training) activate early in a contingency to support mission validation of deploying RC units and provide refresher skills training to filler personnel)

- The Army Reserve units play a major role in the contingency force pool, sustaining base pool, and their support packages. These high priority, early deploying Army CS/CSS units support combat divisions in worldwide contingencies, mobilization, and deployment operations and in the systematic employment of units to an area of operations. Army Reserve transportation units provide critical air and seaport operations capability to TRANSCOM while installation support units and medical backfill units assist the AC crisis response forces to deploy. The Army Reserve currently operates training centers for all components at Ft. McCoy, WI; Ft Pickett, VA; Ft Hunter-Liggett, CA; Camp Parks, CA and Ft Dix, NJ. These power projection platforms provide regional training services which support unit readiness for both the AC and the RC.

- Trained manpower pool. A large reservoir of highly trained and experienced individual Army Reservists augments the Army during a national emergency. Many of the Army Reservists possess civilian skills not found in the active component personnel inventory so they are able to contribute their dual expertise as a value added to America's Army.

e. Army Reserve Initiatives. The USAR continues to reduce its Selected Reserve (SELRES) end strength commensurate with active Army "above the line" force reductions. As a result, the USAR will achieve an end strength of 230,000 in FY 1996, down 12,000 from FY 1995. The USAR will reach the Bottom Up Review/Defense Planning Guidance end state of 208,000 in FY 1998, a reduction of 35 percent from its FY 1991 high of 319,000.

- Restructuring. Significant restructuring is being accomplished to reduce overhead and infrastructure by 38 percent by reorganizing the USAR command and control structure. By re-engineering its command and control structure into ten regional support commands, the USAR will streamline its command and control process, eliminate duplication and overlap, and be aligned with the standard Federal Emergency Management Agency (FEMA) regions.

- Tiered readiness/resourcing. The USAR has adopted a tiered readiness/resourcing strategy in order to improve management of total obligation authority so that the Army Reserve force is resourced consistent with the Defense Planning Guidance. Resource allocation is

determined by establishing unit priorities based upon unit employment/deployment dates. The first units to mobilize and/or deploy have the highest priority for resourcing in manpower, dollars, training and equipment.

- Increased support to AC: End strength reductions to the active component have resulted in an increased dependence upon the USAR to assist or assume AC missions. Transfer of installation management functions and institutional/collective training missions are examples of USAR capabilities which have helped America's Army to maintain service while reducing numbers.

f. Army National Guard (ARNG). The ARNG reached an end strength of 375,000 in FY 1995. Reductions will continue toward an end strength of 373,000 in FY 1996. Overmanning of contingency force pool and enhanced brigade units will continue to support their readiness. Specific details concerning the ARNG include:

- Federal Mission. All Army National Guard (ARNG) units are organized and resourced for their Federal wartime missions. The ARNG currently provides 50 percent of America's Army combat force structure, 37 percent of combat support and 32 percent of combat service support force structure. The Guards assumption of the Sinai Peacekeeping mission and military support during operations in Haiti highlight examples of ARNG participation in federal missions. The Army Guard provides crucial combat, combat support and combat service support units to provide rapid augmentation, reinforcement and expansion of the Army during call-up and mobilization.

- State Mission. The Army National Guard remains under the command of State governors unless called-up for active duty by the Federal government. As such, the Guard plays a critical role in times of civil unrest and natural disasters.

g. Restructuring of the Reserve Components. The restructuring of the Reserve Components announced on 10 December 1993 maintained the ARNG force through the exchange of Guard force structure for Army Reserve force structure. The Army Guard retains a balanced war fighting force of combat, combat support and combat service support units.

5. Civilian Component

The projected civilian workyear levels 256,263 for FY 1997 reflects significant reductions over the last several years. This reduction is consistent with the reduced Army funding and force structure. The Army's goal is to continue to maintain the optimum civilian work force levels necessary to support projected workloads to achieve maximum efficiency and effectiveness.

E. Active Component Manpower Issues

1. Quality

The quality of the Army is determined by the quality of accessions and the retention of personnel across the various military grades. From 1980, when low quality active component accessions resulted in congressional mandated quality standards for the military services, to fiscal year 1995, a dramatic increase is evident:

High School Diploma GraduatesTest Score Category (TSC)

<u>(HSDG)</u>		<u>TSC I-III A</u>		<u>TSC IV</u>	
1980	1995	1980	1995	1980	1995
54%	95.6%	26%	69.4%	52%	1.7%

Quality active component goals for FY 1996 reflect a higher standard than that of the 1980's. During the late 1980's, the quality goals were 90 percent HSDG, 63 percent TSC I-III A, and a ceiling of 10 percent TSC IV. First implemented in FY 1991 in anticipation of planned force reductions during the next four years, these goals are at least 95 percent HSDG, at least 67 percent TSC I-III A and no more than 2 percent TSC IV. Today, USAR quality goals equal those of the active component. In FY 1995, USAR matched the active component with 95 percent HSDG, 75 percent TSC I-III A, and 2 percent TSC IV. The ARNG quality goals for 1996 are 95 percent HSDG, 65 percent TSC I-III A, and 2 percent TSC IV. In FY 1995, the ARNG accomplished 86 percent HSDG, 54 percent TSC I-III A, and 2 percent TSC IV. These levels can be maintained only through continued competitive compensation, attractive educational incentives and enlistment bonuses, and an effective communications/advertising program to ensure quality prospects are aware of opportunities available through Army service. These programs become increasingly important as there is a decreasing propensity to enlist. Retention, in turn, requires appropriate Selective Reenlistment Bonuses and quality of life programs that will support the needs of the soldiers and their families. Since active component soldiers constitute a significant accession cohort for the Reserve Components, quality active component accessions are an essential element in Total Force readiness.

2. Officer Reduction Management

The National Defense Authorization Acts (NDAA) of 1991 through 1995 gave the Army (including the Army Reserve Components) and retained for its use the increased management flexibility necessary for downsizing the force through fiscal year 1999. The Army will continue to encourage a "volunteer first" policy during the reduction period, primarily using the voluntary reduction measures available under current statutes.

The Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) programs (VSI/SSB) were authorized in fiscal year 1992 and used in FY 1992 to FY 1995. These programs offered monetary and other benefits incentives for officers with more than six but less than twenty years of active federal service to voluntarily leave the service.

The success of the VSI/SSB programs greatly enhanced the previous years' drawdown and allowed the Army to meet officer end strength. An additional benefit from the Army program was gleaned by offering the VSI/SSB to RIF eligible officers and captains one time non-selected to major. Because sufficient officers participated in the VSI/SSB programs, it allowed the cancellation of the FY 1992, 1993 and 1994 board, and substantial reduction in the target for the FY 1992 majors RIF board, and a substantial reduction in the number of captains twice non-selected for major. This program will tentatively continue in FY 1997 and beyond, focusing primarily on captains who are once non-selected to major, as a means to eliminate or reduce the burden of involuntary separations.

The FY 1993/1995 NDAA authorized the Temporary Early Retirement Authority (TERA). This program focused on officers with more than fifteen but less than twenty years of active federal service in

overage skills. It was used in the FY 1993 to FY 1995 drawdown programs and will continue through FY 1996 and beyond.

In general, the early retirement program is used to assist in the reduction of the field grade end strength. The targeted populations for this program are a promotion cohort of majors prior to their consideration for promotion to lieutenant colonel and majors at least one or more times non-selected to lieutenant colonel in overage specialties. Like VSI/SSB, a voluntary offering is made to garner sufficient losses to meet the end strength and skill constraints. The Army has discontinued 100 percent selective continuation of majors twice non-selected for LTC who are in overage skills, and depending upon the situation in a given FY, may not offer selective continuation at all for that FY. Officers not selectively continued are allowed to retire under TERA.

3. Enlisted Reduction Management

The enlisted drawdown effectively ended in FY 1995. Early retirements will continue to be offered in FY 1996 and beyond to a very small group of sergeants promotable who were disadvantaged by the change to the Retention Control Point, and sergeants with over 18 years of service who were barred from reenlistment or who signed a declination of continued service statement.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

The active Army ended FY 1995 with an actual strength of 508,559; Active Army military end strength is programmed for 495,000 in FY 1996 and 495,000 in FY 1997, down 285,800 from the Cold War peak of 780,800 at the end of FY 1987.

2. Programmed Manpower Structure, Programmed Manning, and Operating Strength (details explained in Section III)

3. Readiness Assessment

During FY 1995 the Army experienced a slight, short-term decline in readiness resulting from a shortage of Armor and Artillery crewmen. Readiness improved in 2nd Quarter and remained high for the remainder of the FY. For FY 1996 the Chief of Staff of the Army's Personnel Distribution Guidance will remain in effect and personnel readiness of the contingency forces will remain high. The remainder of the Army will experience a slightly lower personnel readiness, but will remain combat ready.

TABLE IV-1
ACTIVE ARMY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH

TOTAL AC MILITARY	FY 95		FY 96			FY 97		
DEFENSE MISSION CATEGORIES	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
MAJOR MISSION FORCES	<u>342.7</u>	<u>344.9</u>	<u>359.6</u>	<u>335.9</u>	<u>93%</u>	<u>361.7</u>	<u>337.3</u>	<u>93%</u>
Strategic Forces	<u>0.3</u>	<u>0.5</u>	<u>1.0</u>	<u>0.8</u>	<u>40%</u>	<u>0.9</u>	<u>0.8</u>	<u>89%</u>
Strategic Offense	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Strategic Defense	0.3	0.5	1.0	0.8	80%	0.9	0.8	89%
Strategic C3	0.0	0.0	0.0	0.0	0%	-0.0	0.0	0%
General Purpose Forces	<u>342.4</u>	<u>344.5</u>	<u>358.4</u>	<u>335.0</u>	<u>93%</u>	<u>360.8</u>	<u>336.5</u>	<u>93%</u>
Land Forces	326.0	328.2	346.1	318.8	92%	344.5	320.2	93%
Tactical Air Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Naval Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Mobility Forces	0.6	0.7	0.8	0.6	75%	0.8	0.6	75%
Special Operations Forces	15.6	15.5	15.3	15.4	101%	15.4	15.5	101%
General Purpose Support	0.1	0.0	0.1	0.1	100%	0.1	0.1	100%
Counter Drug Support	0.1	0.1	0.1	0.1	71%	0.1	0.1	100%
DEFENSE-WIDE MISSIONS	<u>22.8</u>	<u>21.2</u>	<u>24.8</u>	<u>21.9</u>	<u>88%</u>	<u>22.8</u>	<u>19.4</u>	<u>85%</u>
Intelligence & Communications	<u>15.0</u>	<u>13.9</u>	<u>16.3</u>	<u>14.7</u>	<u>90%</u>	<u>14.6</u>	<u>13.2</u>	<u>90%</u>
Intelligence	8.3	7.5	9.2	8.1	88%	9.1	8.1	89%
Communications	6.7	6.4	7.0	6.6	94%	5.5	5.1	93%
Gen. Research & Development	<u>3.7</u>	<u>3.3</u>	<u>4.1</u>	<u>3.1</u>	<u>76%</u>	<u>3.7</u>	<u>2.1</u>	<u>57%</u>
Science & Technology Prog	1.5	1.3	1.3	0.9	69%	1.3	0.8	62%
Undistributed Development Prog	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
RDT&E Management & Support	2.2	2.0	2.8	2.2	79%	2.4	1.3	54%
Other Defense-Wide Missions	<u>4.1</u>	<u>4.0</u>	<u>4.4</u>	<u>4.1</u>	<u>93%</u>	<u>4.4</u>	<u>4.1</u>	<u>93%</u>
Geophysical Sciences	0.1	0.1	0.2	0.2	100%	0.2	0.3	150%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.2	0.2	0.2	0.2	100%	0.2	0.2	100%
International Support	3.7	3.8	4.0	3.7	93%	4.0	3.7	93%
DEFENSE-WIDE SUPPORT MISSIONS	<u>144.5</u>	<u>142.6</u>	<u>165.5</u>	<u>137.4</u>	<u>83%</u>	<u>156.4</u>	<u>138.6</u>	<u>89%</u>
Logistics Support	<u>3.2</u>	<u>2.8</u>	<u>3.4</u>	<u>2.9</u>	<u>85%</u>	<u>3.1</u>	<u>2.3</u>	<u>74%</u>
Supply Operations	1.2	0.9	1.7	1.0	59%	1.5	0.9	60%
Maintenance Operations	0.7	0.4	0.5	0.5	100%	0.2	0.2	100%
Other Logistics Support	1.3	1.5	1.3	1.4	108%	1.4	1.2	86%
Personnel Support	<u>130.7</u>	<u>135.2</u>	<u>157.2</u>	<u>130.1</u>	<u>83%</u>	<u>148.4</u>	<u>131.9</u>	<u>89%</u>
Personnel Acquisition	16.6	17.1	17.1	16.7	98%	17.2	16.6	97%
Training	79.6	71.8	84.0	77.3	92%	84.3	79.2	94%
Medical	26.6	27.6	35.3	26.0	74%	32.2	25.3	79%
Federal Agency Support	0.3	0.3	0.2	0.3	150%	0.2	0.3	150%
Other Personnel Support	2.4	2.5	2.7	2.2	81%	2.6	2.2	85%
Individuals	5.2	15.9	17.9	7.6	83%	10.1	8.2	100%
Other Centralized Support	<u>10.6</u>	<u>4.6</u>	<u>4.9</u>	<u>4.4</u>	<u>90%</u>	<u>4.9</u>	<u>4.4</u>	<u>90%</u>
Departmental Support	10.6	4.6	4.9	4.4	90%	4.9	4.4	90%
ENDSTRENGTH IN THE BUDGET	<u>510.0</u>	<u>508.6</u>	<u>550.1</u>	<u>495.0</u>	<u>90%</u>	<u>540.8</u>	<u>495.0</u>	<u>92%</u>

TABLE IV-1A
ACTIVE ARMY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH

TOTAL AC OFFICERS	FY 95			FY 96			FY 97		
			PROG	PROG	%	PROG	PROG	%	
DEFENSE MISSION CATEGORIES	AUTH	INV	RQMT	AUTH	MNG	RQMT	AUTH	MNG	
MAJOR MISSION FORCES	40.1	41.2	44.5	41.1	92%	45.1	41.9	93%	
Strategic Forces	0.3	0.3	0.6	0.4	64%	0.4	0.4	100%	
Strategic Offense	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
Strategic Defense	0.3	0.3	0.6	0.4	67%	0.4	0.4	100%	
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
General Purpose Forces	39.8	40.9	43.8	40.7	93%	44.7	41.5	93%	
Land Forces	36.6	37.9	40.5	37.5	93%	41.3	38.3	93%	
Tactical Air Foces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
Naval Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
Mobility Forces	0.2	0.3	0.3	0.2	67%	0.3	0.2	67%	
Special Operations Forces	2.9	2.7	2.9	2.9	100%	3.0	2.9	97%	
General Purpose Support	0.1	0.0	0.1	0.1	0%	0.1	0.1	0%	
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
DEFENSE-WIDE MISSIONS	5.7	4.8	6.2	5.4	87%	6.0	4.8	80%	
Intelligence & Communications	3.2	2.6	3.4	3.1	91%	3.2	2.9	91%	
Intelligence	2.2	1.7	2.3	2.1	91%	2.3	2.1	91%	
Communications	1.0	0.9	1.1	1.0	91%	0.9	0.8	89%	
Gen Research & Development	1.1	0.9	1.3	0.9	69%	1.2	0.7	57%	
Science & Technology Prog	0.6	0.5	0.6	0.4	67%	0.6	0.3	50%	
Undistributed Development Prog	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
RDT&E Management & Support	0.5	0.4	0.7	0.5	71%	0.6	0.4	67%	
Other Defense-Wide Missions	1.4	1.3	1.5	1.4	93%	1.5	1.3	87%	
Geophysical Sciences	0.1	0.0	0.1	0.1	100%	0.1	0.1	100%	
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%	
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%	
International Support	1.2	1.2	1.3	1.2	92%	1.3	1.2	92%	
DEFENSE-WIDE SUPPORT MISSIONS	36.5	36.6	39.4	34.8	88%	37.5	33.6	90%	
Logistics Support	1.4	1.3	1.6	1.3	81%	1.5	1.2	80%	
Supply Operations	0.7	0.6	1.0	0.6	60%	0.8	0.6	75%	
Maintenance Operations	0.1	0.1	0.0	0.1	0%	0.1	0.1	0%	
Other Logistics Support	0.6	0.6	0.6	0.6	100%	0.6	0.5	83%	
Personnel Support	29.7	32.5	34.8	30.8	89%	33.0	29.7	90%	
Personnel Acquisition	2.9	2.6	3.2	3.0	94%	3.3	2.9	88%	
Training	17.5	16.7	16.0	15.9	99%	16.3	16.2	99%	
Medical	9.8	9.9	13.3	9.6	72%	12.1	9.3	77%	
Federal Agency Support	0.2	0.2	0.1	0.2	200%	0.1	0.2	200%	
Other Personnel Support	0.4	0.4	0.5	0.4	80%	0.5	0.4	80%	
Individuals	-1.1	2.7	1.7	1.7	100%	0.7	0.7	100%	
Other Centralized Support	5.4	2.8	3.0	2.7	90%	3.0	2.7	90%	
Departmental Support	5.4	2.8	3.0	2.7	90%	3.0	2.7	90%	
ENDSTRENGTH IN THE BUDGET	82.3	82.5	90.1	81.3	90%	88.6	80.3	91%	

TABLE IV-1B
ACTIVE ARMY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH

TOTAL AC ENLISTED DEFENSE MISSION CATEGORIES	FY 95		FY 96			FY 97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
MAJOR MISSION FORCES	<u>302.6</u>	<u>303.7</u>	<u>315.1</u>	<u>294.7</u>	<u>94%</u>	<u>316.6</u>	<u>295.4</u>	<u>93%</u>
Strategic Forces	<u>0.0</u>	<u>0.1</u>	<u>0.5</u>	<u>0.4</u>	<u>80%</u>	<u>0.5</u>	<u>0.4</u>	<u>80%</u>
Strategic Offense	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Strategic Defense	0.0	0.1	0.5	0.4	80%	0.5	0.4	80%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	<u>302.6</u>	<u>303.6</u>	<u>314.6</u>	<u>294.3</u>	<u>94%</u>	<u>316.1</u>	<u>295.0</u>	<u>93%</u>
Land Forces	289.4	290.3	301.7	281.3	93%	303.2	281.9	93%
Tactical Air Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Naval Forces	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Mobility Forces	0.4	0.4	0.4	0.4	100%	0.5	0.4	80%
Special Operations Forces	12.7	12.8	12.4	12.5	101%	12.4	12.6	102%
General Purpose Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Counter Drug Support	0.1	0.1	0.1	0.1	100%	0.0	0.1	0%
DEFENSE-WIDE MISSIONS	<u>17.1</u>	<u>16.4</u>	<u>18.6</u>	<u>16.5</u>	<u>89%</u>	<u>16.8</u>	<u>14.5</u>	<u>86%</u>
Intelligence & Communications	<u>11.8</u>	<u>11.3</u>	<u>12.9</u>	<u>11.6</u>	<u>90%</u>	<u>11.4</u>	<u>10.3</u>	<u>90%</u>
Intelligence	6.1	5.8	6.9	6.0	87%	6.8	6.0	88%
Communications	5.7	5.5	6.0	5.6	93%	4.6	4.3	93%
Gen Research & Development	<u>2.6</u>	<u>2.4</u>	<u>2.8</u>	<u>2.2</u>	<u>79%</u>	<u>2.5</u>	<u>1.5</u>	<u>60%</u>
Science & Technology Prog	0.9	0.8	0.7	0.5	71%	0.7	0.5	71%
Undistributed Development Prog	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
RDT&E Management & Support	1.7	1.6	2.1	1.7	81%	1.8	1.0	56%
Other Defense-Wide Missions	<u>2.7</u>	<u>2.7</u>	<u>2.9</u>	<u>2.7</u>	<u>93%</u>	<u>2.9</u>	<u>2.7</u>	<u>93%</u>
Geophysical Sciences	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
International Support	2.5	2.5	2.7	2.5	93%	2.7	2.5	93%
DEFENSE-WIDE SUPPORT MISSIONS	<u>108.0</u>	<u>106.0</u>	<u>126.1</u>	<u>102.6</u>	<u>81%</u>	<u>118.9</u>	<u>105.0</u>	<u>88%</u>
Logistics Support	<u>1.8</u>	<u>1.5</u>	<u>1.8</u>	<u>1.6</u>	<u>89%</u>	<u>1.6</u>	<u>1.1</u>	<u>69%</u>
Supply Operations	0.5	0.3	0.5	0.4	80%	0.7	0.3	43%
Maintenance Operations	0.6	0.4	0.4	0.4	100%	0.1	0.1	100%
Other Logistics Support	0.7	0.8	0.9	0.8	89%	0.8	0.7	88%
Personnel Support	<u>101.0</u>	<u>102.7</u>	<u>122.4</u>	<u>99.3</u>	<u>81%</u>	<u>115.4</u>	<u>102.2</u>	<u>89%</u>
Personnel Acquisition	13.7	14.5	13.9	13.7	99%	13.9	13.8	99%
Training	62.1	55.1	68.0	61.4	90%	68.0	63.0	93%
Medical	16.8	17.7	22.0	16.4	75%	22.0	16.0	73%
Federal Agency Support	0.1	0.1	0.1	0.1	100%	0.0	0.1	0%
Other Personnel Support	2.0	2.1	2.2	1.8	82%	2.1	1.8	86%
Individuals	6.3	13.2	16.2	5.9	36%	9.4	7.5	80%
Other Centralized Support	<u>5.2</u>	<u>1.8</u>	<u>1.9</u>	<u>1.7</u>	<u>89%</u>	<u>1.9</u>	<u>1.7</u>	<u>89%</u>
Departmental Support	5.2	1.8	1.9	1.7	89%	1.9	1.7	89%
ENDSTRENGTH IN THE BUDGET	<u>427.7</u>	<u>426.0</u>	<u>460.0</u>	<u>413.7</u>	<u>90%</u>	<u>452.2</u>	<u>414.7</u>	<u>92%</u>

Table IV - 1C
End Strength Summary
(End Strength in Thousands)

	Actual FY 95	Budget FY 96	Budget FY 97
Total Active Military			
End Strength in Units	451.9	437.2	435.0
INDIVIDUALS	56.7	64.3	64.7
Transients	11.0	9.6	8.7
Holdees	4.4	4.7	4.5
Trainees/Students	37.3	52.4	47.5
Cadets	4.0	4.0	4.0
Undistributed Manning	0.0	-6.5	-4.7
Endstrength in the Budget	508.6	495.0	495.0
 Active Officers			
End Strength in Units	69.4	69.3	69.2
INDIVIDUALS	13.2	12.5	12.1
Transients	1.6	1.4	1.3
Holdees	0.6	0.7	0.7
Trainees/Students	11.0	10.9	11.1
Cadets	0.0	0.0	0.0
Undistributed Manning	0.0	-0.5	-1.0
Endstrength in the Budget	<u>82.5</u>	<u>81.3</u>	<u>80.3</u>
 Active Enlisted			
End Strength in Units	382.5	367.9	365.8
INDIVIDUALS	<u>43.5</u>	<u>51.8</u>	<u>52.6</u>
Transients	9.4	8.3	7.4
Holdees	3.8	4.0	3.8
Trainees/Students	26.3	41.4	41.1
Cadets	4.0	4.0	4.0
Undistributed Manning	0.0	-5.9	-3.7
Endstrength in the Budget	<u>426.0</u>	<u>413.7</u>	<u>414.7</u>

B. Reserve Component Military Manpower

1. US Army Reserve (USAR)

a. General The USAR end strength in FY 1995 was 241,300. Programmed manning for FY 1996 is 230,000, and 215,000 for FY 1997.

b. Programmed Manpower Structure, Programmed Manning and Operating Strength Both the programmed manning and requirements shown in Table IV-2 decline in FY 1996 and FY 1997. Authorizations shown are based upon the FY 1996/97 Authorization and FY 1996 Appropriations Acts.

c. Trained in Unit Strength The percentage of trained manpower in units versus requirements increases in the budget years because operating strength declines at a slower rate than force structure.

USAR Trained in Unit Strength (In Thousands)

	Actual FY 95	Budgeted FY 96	Programmed FY 97
End Strength	241.3	230.0	215.0
- Training Pipeline	15.0	13.1	9.9
- IMA	12.0	10.5	8.0
Operating Strength	214.3	204.4	197.1
- Non Unit AGR	4.0	3.1	3.1
+ Unit AC Personnel	0.7	1.1	0.9
Trained Unit Strength	211.0	205.5	194.9
Structure Requirements (Wartime) (Programmed Structure)	226.9	211.3	208.4
% Trained/Requirements	93.6	96.7	93.5

d. Readiness Assessment. Per the given format of the numbers above, the personnel readiness of the USAR improved in FY 1996. However, personnel readiness of the USAR is significantly lower when viewed against Unit Status Reporting standards. The difference being trained in an MOS (any MOS) versus trained the MOS required in the unit. Duty MOS qualification (DMOSQ) remains the primary readiness inhibitor. The USAR is involved in improving DMOSQ through command emphasis and enhanced management of training seats to ensure the best use of training resources. Efforts will continue in FY 1996 and the outyears to acquire and retain quality personnel.

e. Individual Mobilization Augment (IMA) Program. The purpose of the IMA Program is to pre-assign trained individual Selected Reservists in peacetime to an Active Component, Department of Defense Agency, Selective Service System, or Federal Emergency Management Agency (FEMA) organization's billet which must be filled under Presidential Selected Reserve Call Up. As a member of the Selected Reserve, an IMA is subject to involuntary call to active duty by the President under 10 USC 12304. IMA requirements exceed available authorizations. There are approximately 15,881 requirements currently identified. An IMA participates in training activities on a part-time basis with an active component unit in preparation for recall in a mobilization. Funding is required to support annual training requirements for each IMA soldier.

The FY 1995 end strength for the USAR IMA Program was 11,995. FY 1996 and FY 1997 end strength for the IMA Program is 10,500 and 8,000, respectively.

f. Full Time Support Program. The Full-Time Support (FTS) force is a "force multiplier" that enables drilling Reserve soldiers to take maximum advantage of the limited training time available. It also makes it possible for the Army Reserve to sustain readiness levels essential to accomplish its assigned mission in America's Army.

The FTS Program is vitally important to the readiness of the USAR. For some units, the lack of sufficient FTS is an impediment to increasing unit readiness. FTS personnel assist in recruiting and retention, supply, maintenance, administration, mobilization planning, managing, and training reserve component members.

The USAR full-time support force is comprised of military technicians, reserve component members on active duty (AGR), active component members, and civilian employees. Complete definitions for each category are in Department of Defense Directive 1205.18. The FTS Program end strength in FY 1995 was 20,736.

USAR Full-Time Support

	Actual FY 95	FY 96	FY 97
Active Guard/Reserve	11,940	11,575	11,550
Army Reserve Techs <u>1/</u>	6,680	6,623	6,799
Active Army with USAR units	808	1,199	997
DA Civilians <u>2/</u>	<u>1,308</u>	<u>1,150</u>	<u>919</u>
TOTAL	20,736	20,547	20,265

1/Includes non-dual status technicians.

2/Includes only DA civilians in support of USAR units.

USAR MILITARY TECHNICIANS

FY95												
	MGMT HQ			HIGH PRIORITY UNITS			OTHER			TOTAL		
	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL
USAR												
REQUIRED	0		0	7749		7749	3291		3291	11040		11040
AUTHORIZED	0		0	4156		4156	2435		2435	6591		6591
ACTUAL	0		0	3709	505	4214	2466	297	2466	5878	802	6680
FY96												
	MGMT HQ			HIGH PRIORITY UNITS			OTHER			TOTAL		
	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL
USAR												
REQUIRED	0		0	9611		9611	1999		1999	11610		11610
AUTHORIZED	0		0	4834		4834	1789		1789	6623		6623
PROJECTED	0		0	4254	580	4834	1574	215	1789	5828	795	6623

TABLE IV-2
US ARMY RESERVE (USAR) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH

USAR TOTAL	FY95		FY96			FY97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
DEFENSE MISSION CATEGORIES								
MAJOR FORCE MISSIONS	<u>149.0</u>	<u>150.9</u>	<u>155.3</u>	<u>145.0</u>	<u>93.4%</u>	<u>149.1</u>	<u>135.1</u>	<u>90.6%</u>
General Purpose Forces	<u>149.0</u>	<u>150.9</u>	<u>155.3</u>	<u>145.0</u>	<u>93.4%</u>	<u>149.1</u>	<u>135.1</u>	<u>90.6%</u>
Land Forces	139.2	140.1	145.1	135.2	93.2%	139.3	125.4	90.0%
Mobility Forces	2.0	2.2	2.0	2.0	100.0%	2.0	1.8	90.0%
Special Operations Forces	7.8	8.6	8.2	7.8	95.1%	7.8	7.9	101.3%
DEFENSE-WIDE MISSIONS	<u>0.5</u>	<u>0.6</u>	<u>0.7</u>	<u>0.6</u>	<u>85.7%</u>	<u>0.6</u>	<u>0.6</u>	<u>100.0%</u>
Intelligence & Communications	0.5	0.6	0.7	0.6	85.7%	0.6	0.6	100.0%
Intelligence	0.5	0.6	0.7	0.6	85.7%	0.6	0.7	116.7%
DEFENSE-WIDE SUPPORT MISSIONS	<u>91.8</u>	<u>89.9</u>	<u>96.0</u>	<u>84.4</u>	<u>87.9%</u>	<u>97.1</u>	<u>79.3</u>	<u>81.7%</u>
Personnel Support	<u>81.1</u>	<u>84.9</u>	<u>81.0</u>	<u>80.0</u>	<u>98.8%</u>	<u>82.1</u>	<u>71.7</u>	<u>87.3%</u>
Personnel Acquisition	1.8	1.8	1.9	1.8	94.7%	1.9	1.9	100.0%
Medical	7.0	8.2	14.8	7.0	47.3%	15.2	11.3	74.3%
Training	72.3	74.9	64.3	71.2	110.7%	65.0	58.5	90.0%
Other Centralized Support	<u>10.7</u>	<u>5.0</u>	<u>15.0</u>	<u>4.4</u>	<u>29.3%</u>	<u>15.0</u>	<u>7.6</u>	<u>50.7%</u>
Departmental Support	10.7	5.0	15.0	4.4	29.3%	15.0	7.6	50.7%
TOTAL PROGRAMMED MANNING	<u>241.2</u>	<u>241.3</u>	<u>251.9</u>	<u>230.0</u>	<u>91.3%</u>	<u>246.7</u>	<u>215.0</u>	<u>87.2%</u>
ENDSTRENGTH IN THE BUDGET	<u>241.2</u>	<u>241.3</u>		<u>230.0</u>			<u>215.0</u>	

TABLE IV-2A
US ARMY RESERVE (USAR) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(Thousands)

USAR OFFICERS	FY 95		FY 96			FY 97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
DEFENSE MISSION CATEGORIES								
MAJOR FORCE MISSIONS	<u>20.8</u>	<u>25.7</u>	<u>21.9</u>	<u>24.4</u>	<u>111.4%</u>	<u>21.4</u>	<u>20.9</u>	<u>97.7%</u>
General Purpose Forces	<u>20.8</u>	<u>25.7</u>	<u>21.9</u>	<u>24.4</u>	<u>111.4%</u>	<u>21.4</u>	<u>20.9</u>	<u>97.7%</u>
Land Forces	17.7	22.8	18.8	21.5	114.4%	18.4	18.1	98.4%
Mobility Forces	0.7	0.7	0.7	0.7	100.0%	0.6	0.5	83.3%
Special Operations Forces	2.4	2.2	2.4	2.2	91.7%	2.4	2.3	95.8%
DEFENSE-WIDE MISSIONS	<u>0.2</u>	<u>0.2</u>	<u>0.3</u>	<u>0.3</u>	<u>100.0%</u>	<u>0.2</u>	<u>0.3</u>	<u>150.0%</u>
Intelligence & Communications	0.2	0.2	0.3	0.3	100.0%	0.2	0.3	150.0%
Intelligence	0.2	0.2	0.3	0.3	100.0%	0.2	0.3	150.0%
DEFENSE-WIDE SUPPORT MISSIONS	<u>28.7</u>	<u>23.8</u>	<u>33.4</u>	<u>21.5</u>	<u>64.4%</u>	<u>32.9</u>	<u>21.6</u>	<u>65.7%</u>
Personnel Support	<u>24.0</u>	<u>22.3</u>	<u>28.1</u>	<u>20.1</u>	<u>71.5%</u>	<u>27.7</u>	<u>19.8</u>	<u>71.5%</u>
Personnel Acquisition	0.2	0.2	0.2	0.1	50.0%	0.2	0.1	50.0%
Medical	4.1	2.5	4.7	2.3	48.9%	4.6	3.7	80.4%
Training	19.7	19.6	23.2	17.7	76.3%	22.9	16.0	69.9%
Other Centralized Support	<u>4.7</u>	<u>1.5</u>	<u>5.3</u>	<u>1.4</u>	<u>26.4%</u>	<u>5.2</u>	<u>1.8</u>	<u>34.6%</u>
Departmental Support	4.7	1.5	5.3	1.4	26.4%	5.2	1.8	34.6%
TOTAL PROGRAMMED MANNING	<u>49.7</u>	<u>49.7</u>	<u>55.6</u>	<u>46.2</u>	<u>83.1%</u>	<u>54.5</u>	<u>42.8</u>	<u>78.5%</u>
ENDSTRENGTH IN THE BUDGET	<u>49.7</u>			<u>46.2</u>			<u>42.8</u>	

TABLE IV-2B
US ARMY RESERVE (USAR) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(Thousands)

USAR ENLISTED	FY95		FY96			FY97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
DEFENSE MISSION CATEGORIES								
MAJOR FORCE MISSIONS	<u>128.2</u>	<u>125.2</u>	<u>133.4</u>	<u>120.6</u>	<u>90.4%</u>	<u>127.7</u>	<u>114.1</u>	<u>89.4%</u>
General Purpose Forces	<u>128.2</u>	<u>125.2</u>	<u>133.4</u>	<u>120.6</u>	<u>90.4%</u>	<u>127.7</u>	<u>114.1</u>	<u>89.4%</u>
Land Forces	121.5	117.3	126.3	113.7	75.5%	120.9	107.3	75.5%
Mobility Forces	1.3	1.5	1.3	1.3	100.0%	1.4	1.3	92.9%
Special Operations Forces	5.4	6.4	5.8	5.6	96.6%	5.4	5.6	103.7%
DEFENSE-WIDE MISSIONS	<u>0.3</u>	<u>0.4</u>	<u>0.4</u>	<u>0.3</u>	<u>75.0%</u>	<u>0.4</u>	<u>0.4</u>	<u>100.0%</u>
Intelligence & Communications	0.3	0.4	0.4	0.3	100.0%	0.4	0.4	100.0%
Intelligence	0.3	0.4	0.4	0.3	100.0%	0.4	0.4	100.0%
DEFENSE-WIDE SUPPORT MISSIONS	<u>63.1</u>	<u>66.0</u>	<u>62.6</u>	<u>62.9</u>	<u>100.5%</u>	<u>64.2</u>	<u>57.7</u>	<u>89.9%</u>
Personnel Support	<u>57.1</u>	<u>62.5</u>	<u>52.9</u>	<u>59.9</u>	<u>113.2%</u>	<u>54.4</u>	<u>51.9</u>	<u>95.4%</u>
Personnel Acquisition	1.6	1.6	1.7	1.7	100.0%	1.7	1.8	105.9%
Medical	2.9	5.6	10.1	4.7	46.5%	10.6	7.6	71.7%
Training	52.6	55.3	41.1	53.5	130.2%	42.1	42.5	101.0%
Other Centralized Support	<u>6.0</u>	<u>3.5</u>	<u>9.7</u>	<u>3.0</u>	<u>30.9%</u>	<u>9.8</u>	<u>5.8</u>	<u>59.2%</u>
Departmental Support	6.0	3.5	9.7	3.0	30.9%	9.8	5.8	59.2%
TOTAL PROGRAMMED MANNING	<u>191.6</u>	<u>191.6</u>	<u>196.5</u>	<u>183.8</u>	<u>93.5%</u>	<u>192.3</u>	<u>172.2</u>	<u>89.5%</u>
ENDSTRENGTH IN THE BUDGET	<u>191.6</u>			<u>183.8</u>			<u>172.2</u>	

TABLE IV-2C

END STRENGTH SUMMARY

	Actual FY95	Budget FY96	Budget FY97
TOTAL USAR			
<u>End Strength in Units</u>	<u>202.4</u>	<u>194.8</u>	<u>185.5</u>
Individuals	<u>38.9</u>	<u>35.2</u>	<u>29.5</u>
Individual Mobilization Augmentation	12.0	10.5	8.0
Active Guard/Reserve	11.9	11.6	11.6
Trainees/Students	15.0	13.1	9.9
End Strength in the Budget	<u>241.3</u>	<u>230.0</u>	<u>215.0</u>
 USAR Officers			
<u>End Strength in Units</u>	<u>37.0</u>	<u>34.9</u>	<u>33.3</u>
Individuals	<u>12.7</u>	<u>11.3</u>	<u>9.5</u>
Individual Mobilization Augmentation	9.5	8.2	6.4
Active Guard/Reserve	3.2	3.1	3.1
Trainees/Students	0.0	0.0	0.0
End Strength in the Budget	<u>49.7</u>	<u>46.2</u>	<u>42.8</u>
 USAR Enlisted			
<u>End Strength in Units</u>	<u>165.4</u>	<u>159.9</u>	<u>152.3</u>
Individuals	<u>26.2</u>	<u>23.9</u>	<u>19.9</u>
Individual Mobilization Augmentation	2.5	2.3	1.6
Active Guard/Reserve	8.7	8.5	8.4
Trainees/Students	15.0	13.1	9.9
End Strength in the Budget	<u>191.6</u>	<u>183.8</u>	<u>172.2</u>

2. Army National Guard (ARNG)

a. General. The ARNG FY 1995 Selected Reserve Personnel Inventory decreased 5.5 percent from the FY 1994 level of 396,928 to 374,930.

b. Programmed Manpower Structure, Programmed Manning, and Operating Strength. The percent of the inventory versus programmed manning requirements dropped due to the reduction of personnel inventory in FY 1994 without a corresponding reduction in wartime requirements.

c. Trained in Unit. Table IV-8C reflects the trained personnel assigned to units compared to the wartime unit structure. The percentage of trained units decreases as budgeted end strength does not grow in relationship with structure.

ARNG Trained In Unit Strength

	Actual FY 95	FY 96	FY 97
End Strength	374.9	373.0	366.8
-Training Pipeline	14.8	15.0	15.1
Operating Strength	360.1	358.0	351.7
-Non Unit AGR	5.3	5.3	5.3
Trained Unit Strength	354.8	352.7	346.4
Structure Reqs (Wartime) (Proposed Requirements)	420.0	425.0	398.0
% Trained in Units	84.5	83.0	87.0

d. Readiness Assessment. ARNG personnel readiness is affected by available strength and MOS qualification. Retention programs are dealing effectively with the available strength shortfall. MOS qualification (MOSQ) remains the primary readiness inhibitor. To address this problem, the ARNG is involved in an effort to improve MOSQ through command emphasis and increased management of available school seats to ensure the best use of training resources. However, recent ARNG force modernization has had a significantly negative impact on MOSQ. As MOSQ are changed to match new equipment, personnel first undergo new equipment training and become MOS-qualified to support the new modernized equipment. During the transition period from old to new requirements, personnel are not MOS-qualified according to new document requirements. Highly technical and professional skill areas (e.g. medical, chemical) requiring lengthy schooling also present a major problem. M-day soldiers frequently experience difficulty obtaining leave from their civilian jobs commensurate with school seat availability.

e. Full-time Support Program. The goal of the Full-time support program is to contribute to the operational readiness of Reserve Component units prior to mobilization. In order to accomplish this, sufficient full time manpower must be available to train, supply, maintain, administer, recruit and manage the force. As there is not sufficient time between mobilization and deployment to correct significant deficiencies, some units must be ready before mobilization. Full time support for ARNG and USAR units consists primarily of the Active Guard/ Reserve (AGR) program and the military technician program; active component soldiers and civilian personnel are also involved.

ARNG Full-time Support

	Actual FY 95	Budgeted FY 96	Budgeted FY 97
AGR	23,369	23,390	23,040
Dual Status Military Techs	22,641	22,852	22,951
Non Dual Status ARNG MTs	2,549	2,648	2,549
Active Army with ARNG	390	390	390
Army Civilians	496	574	574

ARNG MILITARY TECHNICIANS

FY95												
	MGMT HQ			HIGH PRIORITY			OTHER			TOTAL		
	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL
ARNG												
REQUIRED	4732	0	4732	29412	0	29412	5196	0	5196	39340	0	39340
AUTHORIZED	0	0	2505	0	0	19758	0	0	2975	0	0	25238
ACTUAL	1361	1144	2505	16826	0	16826	4454	1405	5859	22641	2549	25190
FY96												
	MGMT HQ			HIGH PRIORITY			OTHER			TOTAL		
	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL
ARNG												
REQUIRED	4725	0	4725	28693	0	28693	5199	0	5199	38617	0	38617
AUTHORIZED	0	0	2501	0	0	20026	0	0	2980	0	0	25500
PROJECTED	1244	1257	2501	17266	0	17266	4278	1391	5669	22788	2648	25436

3. RCA Personnel on Active Duty. The FY 1995 (Actual) figures are for those individuals serving on active duty as of the last day of FY 1995, under orders specifying an aggregate period in excess of 180 days.

USAR and ARNG Personnel on Active Duty for Training and Special Work in Excess of 180 Days

	USAR FY 95 (Actual)	USAR FY 95 (Actual)	ARNG FY 95 (Actual)	ARNG FY 95 (Actual)
	Off	Enl	Off	Enl
Recruit and Specialized Training	7	3	80	950
Flight Training	98	0	125	0
Professional Training at Military Institutions	92	32	29	15
Professional Training at Civilian Institutions	0	0	10	54
Active Duty Special Work	3	2	15	7
Total	200	37	299	1030

TABLE IV-3
ARMY NATIONAL GUARD (ARNG) PROGRAMMED MANPOWER
PROGRAMMED MANNING AND END
(in Thousands)

ARNG	FY95		FY96			FY97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
DEFENSE MISSION								
MAJOR FORCE	<u>350.0</u>	<u>341.8</u>	<u>377.0</u>	<u>340.0</u>	<u>90.2%</u>	<u>360.0</u>	<u>332.9</u>	<u>92.5%</u>
General Purpose	<u>350.0</u>	<u>341.8</u>	<u>377.0</u>	<u>340.0</u>	<u>90.2%</u>	<u>360.0</u>	<u>332.9</u>	<u>92.5%</u>
Land	<u>337.0</u>	<u>329.9</u>	<u>363.0</u>	<u>328.0</u>	<u>90.4%</u>	<u>347.0</u>	<u>320.9</u>	<u>92.5%</u>
Special Operations	<u>13.0</u>	<u>11.9</u>	<u>14.0</u>	<u>12.0</u>	<u>85.7%</u>	<u>13.0</u>	<u>12.0</u>	<u>92.3%</u>
DEFENSE-WIDE SUPPORT	<u>37.0</u>	<u>33.2</u>	<u>33.0</u>	<u>33.0</u>	<u>100.0%</u>	<u>36.0</u>	<u>34.0</u>	<u>94.4%</u>
Personnel	<u>4.0</u>	<u>5.0</u>	<u>4.0</u>	<u>4.0</u>	<u>100.0%</u>	<u>7.2</u>	<u>4.0</u>	<u>55.6%</u>
Personnel	<u>3.0</u>	<u>3.7</u>	<u>2.5</u>	<u>2.5</u>	<u>100.0%</u>	<u>3.0</u>	<u>2.7</u>	<u>90.0%</u>
	<u>1.0</u>	<u>1.3</u>	<u>1.5</u>	<u>1.5</u>	<u>100.0%</u>	<u>4.2</u>	<u>1.3</u>	<u>31.0%</u>
Other Centralized	<u>33.0</u>	<u>28.2</u>	<u>29.0</u>	<u>29.0</u>	<u>100.0%</u>	<u>28.8</u>	<u>30.0</u>	<u>104.2%</u>
Departmental	<u>33.0</u>	<u>28.2</u>	<u>29.0</u>	<u>29.0</u>	<u>100.0%</u>	<u>28.8</u>	<u>30.0</u>	<u>104.2%</u>
TOTAL PROGRAMMED	<u>387.0</u>	<u>375.0</u>	<u>410.0</u>	<u>373.0</u>	<u>91.0%</u>	<u>396.0</u>	<u>366.9</u>	<u>92.7%</u>
ENDSTRENGTH IN THE		<u>374.9</u>		<u>373.0</u>			<u>366.8</u>	

TABLE IV-3A
ARMY NATIONAL GUARD (ARNG) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ARNG OFFICERS	FY95		FY96			FY97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
DEFENSE MISSION CATEGORIES								
MAJOR FORCE MISSIONS	<u>33.0</u>	<u>34.2</u>	<u>35.0</u>	<u>31.1</u>	<u>88.9%</u>	<u>31.0</u>	<u>30.0</u>	<u>96.8%</u>
General Purpose Forces	<u>33.0</u>	<u>34.2</u>	<u>35.0</u>	<u>31.0</u>	<u>88.6%</u>	<u>31.0</u>	<u>30.0</u>	<u>96.8%</u>
Land Forces	<u>31.0</u>	<u>32.9</u>	<u>33.8</u>	<u>29.9</u>	<u>88.5%</u>	<u>29.9</u>	<u>28.9</u>	<u>96.7%</u>
Special Operations Forces	<u>2.0</u>	<u>1.3</u>	<u>1.2</u>	<u>1.0</u>	<u>83.3%</u>	<u>1.1</u>	<u>1.1</u>	<u>100.0%</u>
DEFENSE-WIDE SUPPORT MISSIONS	<u>11.0</u>	<u>9.2</u>	<u>12.0</u>	<u>12.0</u>	<u>100.0%</u>	<u>12.0</u>	<u>12.0</u>	<u>100.0%</u>
Personnel Support	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>100.0%</u>	<u>1.7</u>	<u>1.0</u>	<u>58.8%</u>
Personnel Acquisition	<u>0.0</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>100.0%</u>	<u>1.0</u>	<u>0.5</u>	<u>50.0%</u>
Training	<u>0.0</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>100.0%</u>	<u>0.7</u>	<u>0.5</u>	<u>71.4%</u>
Other Centralized Support	<u>11.0</u>	<u>8.2</u>	<u>11.0</u>	<u>11.0</u>	<u>100.0%</u>	<u>10.3</u>	<u>11.0</u>	<u>106.8%</u>
Departmental Support	<u>11.0</u>	<u>8.2</u>	<u>11.0</u>	<u>11.0</u>	<u>100.0%</u>	<u>10.3</u>	<u>11.0</u>	<u>106.8%</u>
TOTAL PROGRAMMED MANNING	<u>44.0</u>	<u>43.4</u>	<u>47.0</u>	<u>42.9</u>	<u>91.3%</u>	<u>43.0</u>	<u>41.9</u>	<u>97.4%</u>
ENDSTRENGTH IN THE BUDGET		<u>43.4</u>		<u>42.9</u>			<u>41.9</u>	

TABLE IV-3B
ARMY NATIONAL GUARD (ARNG) PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ARNG ENLISTED	FY95		FY96			FY97		
	AUTH	INV	PROG RQMT	PROG AUTH	% MNG	PROG RQMT	PROG AUTH	% MNG
DEFENSE MISSION CATEGORIES								
MAJOR FORCE MISSIONS	<u>317.0</u>	<u>307.6</u>	<u>342.0</u>	<u>309.1</u>	<u>90.4%</u>	<u>329.0</u>	<u>302.9</u>	<u>92.1%</u>
General Purpose Forces	<u>317.0</u>	<u>307.6</u>	<u>342.0</u>	<u>309.1</u>	<u>90.4%</u>	<u>329.0</u>	<u>302.9</u>	<u>92.1%</u>
Land Forces	<u>306.0</u>	<u>297.0</u>	<u>329.2</u>	<u>298.1</u>	<u>90.6%</u>	<u>317.1</u>	<u>292.0</u>	<u>92.1%</u>
Special Operations Forces	<u>11.0</u>	<u>10.6</u>	<u>12.8</u>	<u>11.0</u>	<u>85.9%</u>	<u>11.9</u>	<u>10.9</u>	<u>91.6%</u>
DEFENSE-WIDE SUPPORT MISSIONS	<u>26.0</u>	<u>24.0</u>	<u>21.0</u>	<u>21.0</u>	<u>100.0%</u>	<u>24.0</u>	<u>22.0</u>	<u>91.7%</u>
Personnel Support	<u>4.0</u>	<u>4.0</u>	<u>3.0</u>	<u>3.0</u>	<u>100.0%</u>	<u>5.5</u>	<u>3.0</u>	<u>54.5%</u>
Personnel Acquisition	<u>3.0</u>	<u>3.2</u>	<u>2.0</u>	<u>2.0</u>	<u>100.0%</u>	<u>2.0</u>	<u>2.2</u>	<u>110.0%</u>
Training	<u>1.0</u>	<u>0.8</u>	<u>1.0</u>	<u>1.0</u>	<u>100.0%</u>	<u>3.5</u>	<u>0.8</u>	<u>22.9%</u>
Other Centralized Support	<u>22.0</u>	<u>20.0</u>	<u>18.0</u>	<u>18.0</u>	<u>100.0%</u>	<u>18.5</u>	<u>19.0</u>	<u>102.7%</u>
Departmental Support	<u>22.0</u>	<u>20.0</u>	<u>18.0</u>	<u>18.0</u>	<u>100.0%</u>	<u>18.5</u>	<u>19.0</u>	<u>102.7%</u>
TOTAL PROGRAMMED MANNING	<u>343.0</u>	<u>331.6</u>	<u>363.0</u>	<u>330.1</u>	<u>90.9%</u>	<u>353.0</u>	<u>324.9</u>	<u>92.0%</u>
ENDSTRENGTH IN THE BUDGET		<u>331.6</u>		<u>330.1</u>			<u>324.9</u>	

Table III-3C
End Strength Summary
(In Thousands)

	Budget FY95	Actual FY96	Budget FY97
TOTAL ARNG			
<u>End Strength in Units</u>	<u>360.1</u>	<u>358.0</u>	<u>365.5</u>
Individuals	<u>14.8</u>	<u>15.0</u>	<u>15.1</u>
Trainees/Students	14.8	15.0	15.1
End Strength in the Budget	<u>374.9</u>	<u>373.0</u>	<u>366.8</u>
 ARNG Officers			
<u>End Strength in Units</u>	<u>43.4</u>	<u>42.9</u>	<u>41.7</u>
Individuals	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Trainees/Students	0.0	0.0	0.0
End Strength in the Budget	<u>43.4</u>	<u>42.9</u>	<u>41.7</u>
 ARNG Enlisted			
<u>End Strength in Units</u>	<u>316.8</u>	<u>315.1</u>	<u>310.0</u>
Individuals	<u>14.8</u>	<u>15.0</u>	<u>15.1</u>
Trainees/Students	14.8	15.0	15.1
End Strength in the Budget	<u>331.6</u>	<u>330.1</u>	<u>325.1</u>

C. Civilian Manpower

1. General

Army civilians provide a major contribution in support of the Army's mission. Civilians (less those in support of civil works functions) comprise about one-fifth of Army manpower (including reserves and national guard). Civilians help manage and operate bases, depots, and laboratories. They support the Army mission by performing a full range of logistics functions, including depot maintenance, supply, transportation and acquisition management. Civilians also provide essential support in training, medical care, research and development, engineering, personnel and administration, and facilities management. Civilians provided direct support in Desert Storm and Somalia. Most recently, the Army has developed initiatives to streamline infrastructure missions and processes by consolidating functions and operations, improving the performance of the defense acquisition system, outsourcing non core functions, and more effectively managing resources. Army streamlining initiatives comply with NPR objectives.

It is critical that the Army have the capability to recruit and retain the high-quality civilian force needed to accomplish these critical missions. The Army is committed to downsizing its civilian work force commensurate with the reduced measured workload inherent in a smaller Army. The standard personnel management tools used to effect separations include: release of non-critical temporary employees; managed hiring freeze; voluntary early retirement authority; voluntary separation incentive pay (VSIP); and reductions-in-force only where necessary. The VSIP is the most recent tool available. The National Defense Authorization Act for FY 1993 authorized the use of VSIP which is a lump sum payment equal to severance pay up to \$25,000. The purpose is to encourage employees to take immediate or early retirement or resign, in order to avoid or minimize involuntary separations. VSIP may be used in connection with Voluntary Early Retirement (where appropriate and after approval by the Office of Personnel Management), optional retirement, and resignations. Three year results indicate that where VSIP is being offered, RIFs are minimized. Effective implementation of VSIP authority should also generate savings and promote a balanced occupational mix of civilian employees.

2. Major Changes

The FY 1997 civilian work year estimate of 256,263 reflects a reduction of 16,440 from FY 1995. The Army has reduced its civilian work force by over 144,000 work years since FY 1989. However, these cumulative reductions include a significant number of functional transfers to Defense Agency Accounts over the FY 1990 to 1994 time frame. Major reductions have occurred in logistics support, base operations, medical, Research and Development infrastructure, and support to force structure. Table IV-4 identifies the Army civilians by DMC.

D. Manpower Management Improvements

The Army has restructured or implemented many programs to improve both personnel and manpower management as part of its concerted effort to become more efficient using available resources. Some of these programs are described below.

1. Streamlining

Streamlining is a comprehensive government-wide initiative that challenges the Army to integrate many aspects of the National Performance Review, specific streamlining objectives, and budget reductions. Under Department of the Army guidance, Army major commands have developed streamlining plans that address both the quantifiable aspects of streamlining (e.g. reducing the civilian work force, reducing the supervisor-employee ratio, and reducing senior grades) and the qualitative aspects of streamlining (e.g. empowering employees, delegating authority, and improving accountability). The quantifiable portion of streamlining is directly impacted by the various budget cycles, therefore plans are revised to accommodate new resource guidance. For the qualitative objectives, each major command develops streamlining initiatives that address their particular missions or concerns. For example, Information Systems Command is focusing on consolidating IMA functions whereas the Corps of Engineers is looking to improve customer service by improving professional staffs and customer management. The important point on command initiatives is that there is not one major initiative that crosses all commands, but rather many small scale, individual initiatives that offer savings or improvements under the tenets of Streamlining and the National Performance Review.

2. Army Acquisition Corps (AAC)

The Defense Acquisition Work Force Improvement Act (P.L. 101-510) was enacted to professionalize the military and civilian acquisition work force of the Department of Defense. The legislation states, "The Secretary of Defense shall ensure that the Acquisition Corps is established for each of the military departments...". The AAC was established to comply with statutory requirements. An integrated selection, education and training, assignment and promotion system is in place for military and civilian AAC members.

3. MANPRINT

MANPRINT is an initiative that renews emphasis on the soldier as a key element of man-machine weapon systems performance. The MANPRINT program makes the following domains imperative in the materiel acquisition process: human engineering, manpower, personnel, training, system safety, health hazard, and soldier survivability. The MANPRINT philosophy is that soldiers are the Army's most important resource. Emphasis on MANPRINT will ensure that soldiers are considered during materiel development from before concept exploration to final product improvement. Recent initiatives undertaken to enhance soldier-machine interface through system design have been extensive. Efforts include technical tool and MANPRINT data base development, human performance research, and training of government and industry personnel involved in the acquisition process.

Verifiable improvements have been identified as a by-product of the MANPRINT program. Personnel savings have been realized on the Howitzer Improvement Program and significant cost avoidance has been achieved on the Avenger and the Airborne Target Hand-off System, the JAVELIN, Commanche, and Advanced Field Artillery Systems.

4. Civilian Substitution Program

It has been long standing Army policy that the preponderance of positions in our infrastructure should be civilian. The Army's civilian substitution program is one method by which we review the essentiality of military positions in the infrastructure for conversion to

civilian. The Army's civilian substitution program retains military end strength while increasing readiness through the conversion of appropriate positions from military to civilian and the assignment of the released military manpower to other high priority force structure needs. In cooperation with the DoD, Army is currently reviewing selected occupational areas for additional conversions of military positions to civilian. Our success in this effort will be dependent upon adequate funding support for the replacement civilian personnel. If successful, the results will be included in future budget submissions.

5. Army Manpower Requirements Determination

The Army has completed the development and the prototype of a new, flexible program for connecting manpower and workload. Over 60 studies have been successfully completed in the past two years, using the new program methodology. The approach has been reviewed and approved by U.S. Army Audit Agency (AAA). Some examples of completed studies have been in organizations in USARPAC and SARDA as well as the PEOs. In the next two years, all organizations in the Army Materiel Command (AMC) will be sized using the program's methodology. This will be done under the guidance of the U.S. Army Force Integration Support Agency (USAFISA) and AAA.

6. Civilian Personnel Office (CPO) Regionalization

In November 1993, the Office, Secretary of Defense directed components to transition to the regionalized delivery of civilian personnel service support by FY 1999. To meet this directive, the Department of the Army plans to establish 10 geographically based regional Civilian Personnel Operations Centers (CPOCs); 7 CONUS, 3 OCONUS. CPOCs will provide the delivery of services that do not require face-to-face contact with customers (e.g. records maintenance, generation of personnel documents, etc.). In place of the current approximately 140 full-service Civilian Personnel Offices, smaller on-site staffs will remain as Customer Support Units to serve as part of the management team to provide professional analysis, and assistance to commanders, managers, and employees.

7. ACAP

The Army Career and Alumni Program (ACAP) provides a broad spectrum of comprehensive transition assistance services for separating soldiers, civilians, and eligible family members. ACAP utilizes a combination of contractor and government personnel to provide transition needs assessment and job assistance counseling, career planning, resume preparation, and access to job vacancy data bases. ACAP programs operate from fifty-five locations in twenty-six states and five foreign countries. More than 420,000 clients have used ACAP services since 1990 and more than 12,500 employers have joined the Army Employer Alumni Network.

8. Enablers

As part of the Executive Branch's initiatives to reduce the size and cost of government, the DoD is participating in a related effort to reduce Federal-wide civilian levels. For our part, the Army undertook a review of its civilian work force program with a view to developing a strategic plan and implementing the necessary reductions smartly. During this rigorous study, the Army identified several legislative and regulatory obstacles to reducing civilian employment under the tenets of the National Performance Review (NPR) and other administration initiatives

promoting government reinvention. To implement our strategic plan, we are seeking legislative changes that will enable us to pursue more effective outsourcing and work force management options.

TABLE IV-4
ARMY CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL	BUDGET 1/		FY 95-97 WY CHANGE	
	FY 95 WY	FY 96 WY	FY 97 WY	NO.	%
MAJOR FORCE	105,749	102,366	99,144	-6,605	-6%
Strategic Forces	1,290	2,850	2,858	1,568	122%
Strategic Offense	100	109	108	8	8%
Strategic Defense	1,190	2,741	2,750	1,560	131%
Strategic C	0	0	0	0	0%
General Purpose Forces	104,459	99,516	96,286	-8,173	-8%
Land	98,217	94,508	91,586	-6,642	-7%
Tactical Air	0		0	0	0%
Naval	0		0	0	0%
Mobility	4,466	3,780	3,471	-995	-22%
Special Operations	1,237	1,228	1,229	-8	-1%
Counter Drug Support	539	(518)	(502)	-37	-7%
DEFENSE-WIDE	35,199	35,585	32,699	-2,500	-7%
Intell/Comm	10,043	10,613	9,032	-1,011	-10%
Intelligence	2,650	2,438	2,262	-388	-15%
Communications	7,393	8,175	6,770	-623	-8%
Research & Development	23,216	21,489	20,550	-2,666	-11%
Science & Technology	12,614	10,917	10,624	-1,990	-16%
Undistributed	296	271	270	-26	-9%
Management & Support	10,306	10,301	9,656	-650	-6%
Other Defense-Wide Missions	1,940	3,483	3,117	1,177	61%
Geophysical Sciences	3	462	290	287	9567%
Space Launch Support	0	0	0	0	0%
Nuclear Weapons	0	0	0	0	0%
International	1,937	3,021	2,827	890	46%
DEFENSE-WIDE SUPPORT	131,755	127,858	124,420	-7,335	-6%
Logistics	61,527	58,522	57,472	-2,977	-5%
Supply Operations	13,099	13,301	12,547	-552	-4%
Maintenance	28,174	26,841	26,217	-879	-3%
Other Logistics	20,254	18,380	18,708	-1,546	-8%
Personnel	62,009	60,555	58,336	-3,673	-6%
Acquisition	5,794	5,860	5,831	37	1%
Training	25,984	23,258	21,801	-4,183	-16%
Medical	26,911	27,004	25,883	-1,028	-4%
Federal Agency	6	2	0	-6	-100%
Other Personnel	3,314	4,431	4,821	1,507	45%
Other Centralized Support	8,219	8,781	8,612	-685	-8%
Departmental Headquarters	8,219	8,781	8,612	393	5%
GRAND TOTAL	272,703	265,809	256,263	-16,440	-6%
Direct	249,097	244,615	236,770	-12,327	-5%
Indirect	23,606	21,194	19,493	-4,113	-17%

1/ As reflected in FY 97 Presidents Budget.

III. ARMY MILITARY STRENGTH AND CIVILIAN WORKYEARS (FTE) BY DEFENSE MISSION CATEGORY (DMC)

A. Major Force Missions

1. Strategic Forces

a. Strategic Offense (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.0	0.0	0.0
<u>Civilian</u>	0.1	0.1	0.1

b. Strategic Defense (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.4	0.8	0.7
<u>Civilian</u>	1.2	2.7	2.8

2. General Purpose Forces

a. Land Forces (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	328.2	318.8	320.2
USAR	140.1	135.2	125.4
ARNG	329.9	328.0	320.9
<u>Civilian</u>	98.2	94.5	91.6

The decrease in active military manpower (-9.4) in FY 1996 reflects the continuation of the ongoing initiatives to reduce the size of the active Army.

The decrease (-3.7) in civilian workyears in FY 1996 reflects workload and funding reductions in association with downsizing initiatives. The decrease (-2.9) in FY 1997 is associated with force structure/streamlining reductions.

The decrease in the USAR manpower (-4.9) in FY 1996 and (-9.8) in FY 1997 reflect end strength and force structure reductions due to the Army's drawdown.

The decrease in ARNG manpower (-1.9) in FY 1996 and (-7.1) in FY 1997 reflect the Army's drawdown in manpower.

b. Mobility Forces (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.7	0.6	0.6
USAR	2.2	2.0	1.8
<u>Civilian</u>	4.1	3.8	3.5

c. Special Operations Forces (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	15.4	15.4	15.5
USAR	8.6	7.8	7.9
ARNG	11.9	12.0	12.0
<u>Civilian</u>	1.2	1.2	1.2

The increase to active military manpower (0.1) in FY 1997 reflects increased support to special operations forces.

The decrease in USAR manpower (-0.8) in FY 1996 reflects programmed force structure reductions.

d. General Purpose Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.0	0.1	0.1
<u>Civilian</u>	0.0	0.0	0.0

e. Counter Drug Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.1	0.1	0.1
<u>Civilian</u>	0.5	0.0	0.0

B. DEFENSE-WIDE MISSIONS

1. Intelligence & Communications

a. Intelligence (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	7.5	8.1	8.1
USAR	0.6	0.6	0.7
<u>Civilian</u>	2.7	2.4	2.3

The increase in active military manpower (0.6) in FY 1996 reflects force structure adjustments to intelligence programs.

The decrease in civilian manpower (-0.3) in FY 1996 reflects adjustments to the intelligence program. The decrease (-0.1) in FY 1997 reflects workload and funding reductions in association with downsizing initiatives.

b. Communication (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	6.5	6.6	5.0
<u>Civilian</u>	7.4	8.2	6.8

2. General Research and Development

a. Science & Technology Prog (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.4	0.9	0.8
<u>Civilian</u>	12.6	10.9	10.6

The decrease in active military manpower (-0.5) in FY 1996 reflects force structure reductions. The decrease in civilian manpower (-1.7) in FY 1996 and (-0.3) in FY 1997 reflects program decrements in support of downsizing initiatives.

b. Undistributed Development Program (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.0	0.0	0.0
<u>Civilian</u>	0.3	0.3	0.3

c. RDT&E Management and Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	2.0	2.2	1.4
<u>Civilian</u>	10.3	10.3	9.7

The decrease in active military manpower (-0.8) in FY 1997 and civilian manpower (-0.6) in FY 1997 reflects downsizing initiatives.

3. Other Defense-Wide Missions

a. Geophysical Sciences (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.1	0.2	0.2
<u>Civilian</u>	0.0	0.5	0.3

b. Nuclear Weapons Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.1	0.2	0.2
<u>Civilian</u>	0.0	0.0	0.0

c. International Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	3.5	3.7	3.7
<u>Civilian</u>	1.9	3.0	2.8

The changes in civilian manpower (1.1) in FY 1996 and (-0.2) in FY 1997 reflects reprogramming actions.

3. DEFENSE-WIDE SUPPORT MISSIONS

1. Logistics Support

a. Supply Operations (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.9	1.0	0.9
<u>Civilian</u>	13.1	13.3	12.5

The changes in civilian manpower (0.2) in FY 1996 and (-0.8) in FY 1997 reflect reprogramming actions.

b. Maintenance Operations (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.5	0.4	0.2
<u>Civilian</u>	28.2	26.8	27.3

The change in civilian manpower (-1.4) in FY 1996 and (-0.5) in FY 1997 reflects reprogramming actions.

c. Other Logistics Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.4	1.4	1.2
<u>Civilian</u>	20.3	18.4	18.7

The change in active military manpower (-0.2) in FY 1997 reflects force structure adjustments in support of downsizing the active Army.

The change in civilian manpower (-1.9) in FY 1996 and (0.3) in FY 1997 reflects reprogramming actions.

2. Personnel Support

a. Personnel Acquisition (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	17.0	16.7	16.6
USAR	1.8	1.8	1.9
ARNG	3.7	2.5	2.7
<u>Civilian</u>	5.8	5.9	5.8

The decrease in active military manpower (-0.3) in FY 1996 and (-0.1) in FY 1997 reflects reprogramming actions.

b. Training (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	71.8	77.3	79.2
USAR	74.9	71.2	58.5
ARNG	1.3	1.5	1.3
<u>Civilian</u>	26.0	23.3	21.8

The increase in active military manpower (5.5) in FY 1996 and (-1.9) in FY 1997 reflects force program structure adjustments actions.

The decrease in civilian manpower (-2.7) in FY 1996 and (-1.5) in FY 1997 reflects force structure/streamlining reductions.

The decrease in the USAR manpower (-1.0) in FY 1996 and (-12.7) reflects program force structure actions.

The change in ARNG manpower (0.2) in FY 1996 and (-0.2) in FY 1997 reflects force structure adjustments.

c. Medical (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	27.6	26.1	25.4
USAR	8.1	7.1	11.3
<u>Civilian</u>	26.9	27.0	25.9

The decrease in active military manpower (-1.5) in FY 1996 and (-0.7) in FY 1997 reflects force structure adjustments in support of downsizing the active Army.

The change in the USAR manpower (0.1) in FY 1996 and (4.2) in FY 1997 reflects program force structure actions.

The changes in civilian manpower (-1.1) in FY 1996 and (-1.1) in FY 1997 reflects workload reductions in association with downsizing initiatives.

d. Federal Agency Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.2	0.2	0.2
<u>Civilian</u>	0.0	0.0	0.0

e. Other Personnel Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	2.6	2.1	2.1
<u>Civilian</u>	3.3	4.4	4.8

The decrease in active military manpower (-0.5) in FY 1996 reflect force structure adjustments in support of downsizing the active Army.

The change in civilian manpower (1.1) in FY 1996 and (0.4) in FY 1997 reflects reprogramming actions.

3. Other Centralized Support

a. Departmental Support (in thousands):

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	4.7	4.4	4.4
USAR	5.0	4.4	7.6
ARNG	28.2	29.0	30.0
<u>Civilian</u>	8.2	8.8	7.5

The decrease in active military manpower (-0.3) in FY 1996 reflects force structure adjustments in support of downsizing the active Army.

The changes in USAR manpower (-0.6) in FY 1996 and (3.2) in FY 1997 reflects programmed force structure actions.

The increase in ARNG manpower (0.8) in FY 1996 and (1.0) in FY 1997 reflects force structure adjustments to Departmental Support Program.

The changes in civilian manpower (0.6) in FY 1996 and (-1.3) in FY 1997 reflects workload and reprogramming actions.

CHAPTER V

NAVY MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

This chapter outlines the Navy's requirements for active, reserve, and civilian manpower for FY 1995 through FY 1997. It addresses manpower trends from actual performance in FY 1995 to projections into FY 1997 and reflects changes contained in the President's Budget submission for FY 1997. Further, it reviews the Navy's initiatives and programs geared to meet the challenge of maintaining readiness posture within the context of a more fiscally constrained environment.

Authorized Navy active military end strength in FY 1996 is 424,500 (58,400 officers and 366,100 enlisted) and 406,900 in FY 1997 (56,100 officers and 350,800 enlisted). This represents a reduction of 2,688 officers and 24,870 enlisted personnel between FY 1995 and FY 1997. Civilian manpower in FY 1996 (229,625 workyears) is projected to decline by 15,653 to 213,972 end strength in FY 1997.

The Navy's manpower management strategy during this period of force reductions is to retain high quality personnel, increase experience levels, maintain acceptable sea/shore rotation, improve training levels, and reduce manpower costs. This strategy includes a continued commitment to provide the quality of life for Navy personnel that will contribute to positive retention and readiness.

The Navy must be able to fill key positions to perform its mission successfully and safely. Therefore, the recruiting and retention of high caliber officer and enlisted personnel to man our technologically-sophisticated Navy remains a top priority. Retention of experienced enlisted personnel during force drawdown will require stable levels of compensation, continued advancement opportunity, and an acceptable quality of life for both the sailor and his/her family.

B. Wartime Manpower Requirements

Wartime manpower requirements are based on the total Navy worldwide force structure and the number of additional personnel needed to replace estimated combat casualties. Planning scenarios from Defense Planning Guidance are used to form the basis for the Wartime Manpower Mobilization Planning System (WARMAPS) data base, which projects estimates of the Navy's wartime manpower requirements.

C. Manpower Levels

The Navy resources for active military, reserve military, and civilian manpower for FY 1995 through FY 1997 are as follows:

Military Strength and Civilian Workyear (FTE) Requirements (in Thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	434.6	424.5	406.9
Selected Reserve/ TAR (Drilling Reserve & TAR)	100.6	98.9	95.9
<u>Civilian</u>	243.3	229.6	214.0

The Navy active manpower requirement shows only the authorized end strength required to effectively operate the Navy during peacetime. The wartime requirement, as indicated in paragraph B above, reflects end strength which would be needed during mobilization.

The Selected Reserve component requirement reflects the difference between the trained manpower needed at the start of a protracted conventional war and the Active Navy we can afford and attain in peacetime.

The civilian requirement is the manpower level required to execute funded requirements and comply with concerted efforts to contain manpower costs through pursuit of economy, efficiency, and productivity improvement programs. In addition, the FY 1997 level reflects the functional transfer from Navy to DoD of 2,001 civilians employed by the Defense Printing Service to the Defense Logistics Agency.

The Navy reassesses military billet assignments at shore establishments and considers substituting civilians or contractors for all non-military essential billets when it is more cost effective and consistent with sea-shore rotation requirements.

D. Major Changes Affecting Manpower Requirements

1. Manpower Requirement by Major DMC

The following manpower tables depict the Navy's manpower distribution for each Defense Mission Code (DMC) between FY 1995 and FY 1997 and reflect manpower changes tied to force structure and shore infrastructure reductions.

2. Major Force Structure Changes The major force structure for the Navy consists of Total Battle Forces, Local Defense and Miscellaneous Support Forces, and Naval Aviation Forces.

a. Total Battle Forces Within Total Battle Forces are four major sub-categories: Strategic Forces (SSBNs and their support ships), Battle Forces (Aircraft Carriers, Surface Combatants, Attack Submarines, Amphibious Warfare Ships, and Patrol and Mine Warfare Ships), Support Forces (Mobile Logistic and Fleet Support Ships), and Mobilization Forces Category "A" (Reserve, including Surface Combatants and Amphibious Warfare Ships). In FY 1996 the total ship battle forces decrease by 11 to 361 ships. In FY 1997 the number will decrease to 357. Changes in each of the four categories are outlined in the following paragraphs.

Navy Active Strength Distribution By DMC (Strength in Thousands)

<u>DMC</u>	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
Strategic Forces	11.0	11.3	11.0
General Purpose Forces	264.6	256.8	250.9
Intelligence & Communications	14.4	15.5	15.8
General Research & Development	4.6	4.5	4.5
Other Defense-Wide Missions	2.7	2.8	2.8
Logistical Support	7.0	6.3	6.0
Personnel Support	123.8	121.1	110.2
Other Centralized Support	6.6	6.2	5.8
Total in the Budget	434.6	424.5	406.9

Note: Totals may not add due to rounding.

Navy Selected Reserve Strength Distribution by DMC
(Strength in Thousands)

<u>DMC</u>	<u>FY 1995*</u>	<u>FY 1996</u>	<u>FY 1997</u>
Strategic Forces	0.6	0.5	0.5
General Purpose Forces	70.4	69.6	67.4
Intelligence & Communication	4.1	3.8	3.8
General Research & Development	0.7	0.7	0.7
Other Defense-Wide Missions	0.3	0.3	0.3
Logistical Support	8.4	7.1	7.1
Personnel Support	13.8	14.7	14.1
Other Centralized Support	2.2	2.1	2.0
Total in the Budget	100.6	98.9	95.9

Note: Totals may not add due to rounding.

*End Year Actuals

Navy Civilian (Direct and Indirect) Manpower By DMC
(Workyears (FTEs) in Thousands)

<u>DMC</u>	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
Strategic Forces	4.9	5.2	5.3
General Purpose Forces	49.8	49.1	47.2
Intelligence & Communications	6.3	5.5	5.5
General Research & Development	53.4	52.2	49.8
Other Defense-Wide Missions	1.8	1.8	1.9
Logistical Support	94.6	82.0	72.5
Personnel Support	25.4	24.9	23.9
Other Centralized Support	7.1	8.9	7.9
Total in the Budget*	243.3	229.6	213.9

Note: Totals may not add due to rounding.

(1) Strategic Forces. In FY 1996, the total number of SSBNs increases to 17 with the commissioning of one Ohio class SSBN. In FY 1997 Strategic Forces increase to 18 with the commissioning of an additional Ohio class SSBN.

(2) Battle Forces In FY 1996/7 Aircraft Carriers remain constant at 11.

In FY 1996, Surface Combatants increase to 116 with the decommissioning of one nuclear powered cruiser and two Perry class frigates and the commissioning of six Arleigh Burke class destroyers. In FY 1997 Surface Combatants increases to 119 with the decommissioning of one nuclear powered cruiser and the commissioning of four Arleigh Burke class destroyers.

In FY 1996, Attack Submarines decrease to 80 with the decommissioning of four Sturgeon class submarines, the last Permit class SSN, and the commissioning of one Los Angeles SSN and the first Seawolf SSN. In FY 1997 the total number of Attack Submarines further decreases to 73 with the decommissioning of five Sturgeon class and two Los Angeles class submarines.

In FY 1996, Amphibious Warfare ships increase to 42 with the commissioning of one LSDs and two TLKAs. Amphibious Warfare ships increase to 43 in FY 1997 with the commissioning of one LHD.

In FY 1996, Combat Logistics ships decrease to 41 with the decommissioning of two AORs. Combat Logistics ships further decrease in FY 1997 to 40 with the decommissioning of one TAO(MSC).

Mine Warfare Ships decrease in FY 1996 to 11 with the transfer of two Avenger class MCMs to the Naval Reserve Force. In FY 1997 Mine Warfare Ships remain constant at eleven.

(3) Support Forces Mobile Logistic Ships decrease to five in FY 1996 with the decommissioning of three ASs and three ADs and further decrease to four in FY 1997 with the decommissioning of one additional tender.

Support ships decrease to 20 in FY 1996 with the decommissioning of three ATSS and one TAGOS. Support ships remain constant in FY 1997.

(4) Mobilization Forces Category "A" In FY 1996 Mobilization Forces Category "A" decreases to 18 with the deactivation of four FFGs and the transfer of two additional Avenger MCMs from the active force. In FY 1997 Mobilization Forces Category "A" remains constant.

b. Local Defense and Miscellaneous Support Forces

(1) Surface Combatants During FY 1996, Surface combatants increase to three with the commissioning of two Osprey class MHCs. In FY 1997, Surface combatants decrease to one.

(2) Coastal Defense Patrol craft increases to 13 in FY 1996 with the commissioning of one PC-1. The number of Patrol craft remain constant in FY 1997.

(3) Auxiliaries and Sealift Forces In FY 1996, Auxiliaries and Sealift forces increase to 134 with the addition of six T-AKRs and the deactivation of three T-AOGs. In FY 1997, Auxiliaries and Sealift increase to 139 with the addition of three T-AKRs, one TAK, and one TACS.

(4) Mobilization Forces Category B The number of ships in this category increases to two in FY 1996 with the addition of a Reserve Mine Hunter Coastal (MHC). In FY 1997, it will increase to six with four additional MHCs.

c. Naval Aviation Forces

Active tactical squadrons decrease to 66 in FY 1996 and to 61 in FY 1997. Reserve tactical squadrons remain at five in FY 1996 and increase to six in FY 1997 with the addition of one VAW squadron. ASW/FAD squadrons decrease to 47 in FY 1996 and to 46 in FY 1997. Reserve ASW/FAD squadrons decrease 11 in FY 1996 and remain constant in FY 1997.

E. Active Component Issues

1. Force Reduction Strategy

The foundation of our manpower strategy is to ensure that personnel reductions keep pace with force structure drawdowns. This resultant smaller force structure can become unbalanced with a mismatch of properly needed skills for both officer and enlisted personnel. The people in these "overmanned" areas must then be targeted for conversion to

other specialties or for early release. Similarly, as our paygrade pyramid shrinks, its shape must remain the same, i.e., junior paygrades must be downsized at the same rate as the senior paygrades.

The Navy desires to protect force readiness in the near term by protecting quality people currently on board, maintaining sufficient accession levels to preclude a "hollow force" in the future, managing officer accessions and retention to maintain the correct grade/quality mix, improving recruit quality to reduce attrition and ensure long term readiness, and rebalancing the enlisted skill mix using existing force management tools.

The Navy is drawing down in a controlled, steady manner. Far from focusing solely on reducing end strength numbers, Navy is committed to replenishing and retaining a core of experienced and well-trained people to effectively execute our mission now and in the future.

2. Recruiting

A key element in manning the smaller, more technical Navy of the future is the ability to successfully recruit to requirements for High School Diploma Graduate (HSDG) and Upper Mental Group (UMG) enlistees. The Navy will need a quality future force.

The Navy has developed a workload model that predicts the average recruiter workload required to meet present and future recruiting goals. The model demonstrates the Navy's recruiting work force needs to remain stable to support necessary accession levels, despite force downsizing. This is necessary to successfully compete in a more competitive market and to attract high quality recruits.

3. Bonus Programs

It is vital the Navy have the necessary tools available to adequately shape the force. The ability to retain the best and most highly trained officers and petty officers is not only the key to readiness, but is more efficient and economical than recruiting and training a new accession. To ensure that the right people stay, most of whom have readily marketable skills in the civilian economy, the Navy uses selectively targeted bonus programs. These bonus programs have been vital to the Navy's ability to retain highly skilled officers and petty officers, particularly in specialties that are undermanned. Even while downsizing, these bonuses are essential to retain targeted skills and adequately shape the force to present and future requirements.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

The Navy's highest priority continues to be the accession and retention of people in the necessary quantity and quality to meet operational requirements. People are as integral to new weapon systems as hardware and must not only be recruited, but retained. Therefore, the Navy continues to focus on retaining those enlisted and officer personnel whose mission critical skills contribute directly to readiness and whose talents are in shortest supply.

2. Programmed Manpower Structure, Programmed Manning, and End Strength

The Navy's programmed manning in FY 1996 and FY 1997 is oriented toward ensuring that personnel are available to meet the manpower requirements established by force structure. The active manpower shown in Table V-1 reflects the decreasing manpower requirements in response to the reduction in force structure and shore infrastructure.

B. Reserve Component Military Manpower

1. Naval Reserve Manpower

The reduced threat of global war, longer warning times, and the ability to rapidly generate certain capabilities have allowed a reduction in Naval Reserve end strength directly linked to Navy's force structure and infrastructure reductions. Additionally, reductions were taken in those areas where large numbers of requirements supported a global vice contingency war scenario.

Despite reduction in end strength, Naval Reserve remains the principal source of trained units and personnel to augment active forces during initial stages of mobilization. The Naval Reserve is, therefore, manned, equipped, and trained to a high state of readiness. To ensure effective training and integration of forces, the Naval Reserve provides contributory support to assist active forces in performing their peacetime missions while concurrently fulfilling mobilization training requirements.

Naval Reserve Manpower Requirements

(Strength in Thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
Total Selected Reserve	100.6	98.9	95.9
Unit Reservists and Trainees	82.9	81.1	79.2
SAM <u>1</u> /	(0.0)	(0.2)	(0.2)
Full Time Support	17.5	17.6	16.5
TARs	(16.8)	(16.9)	(15.8)
Canvasser/Recruiters	(0.5)	(0.5)	(0.5)
Title 10 USC 10211)	(0.2)	(0.2)	
IMAs <u>2</u> /	0.2	0.2	0.2

Note: Totals may not add due to rounding.

1/Sea and Air Mariner Program

2/Individual Mobilization Augmentees (IMAs) perform up to 48 paid drills per year, plus two weeks of active duty.

Naval Reserve Trained in Unit Strength
(In Thousands)

	<u>FY 1995*</u>	<u>FY 1996</u>	<u>FY 1997</u>
End Strength	100.6	98.9	95.9
- Training Pipeline	0.0	0.5	0.4
- IMAs	0.2	0.2	0.2
Operating Strength	99.8	98.2	95.3
- NON Unit AGR	8.5	8.3	7.5
+ Unit AC Personnel	4.9	4.8	4.9
Trained Unit Strength	96.2	94.7	92.8
Wartime Unit Structure	112.6	108.4	106.2
% Trained in Units	85.4%	87.4%	87.4%

2. Initial Active Duty For Training

The individuals performing initial active duty for training (IADT) are non-prior service enlisted and officer personnel in the SAM and Officer Sea Air Mariner programs. Both of these programs drew down in FY 1995. A new SAM initiative will commence in FY 1996 to support Seabee manning.

Officers and Enlisted Members Serving on Initial Active Duty for Training

<u>Category</u>	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Enlisted</u>			
Recruit and Specialized Training (Including SAM Trainees)	12	198	150
<u>Officer</u>			
Professional (Includes OSAM acquisition training)	1	0	0
TOTAL	13	198	150

C. Civilian Manpower

1. General

Civilian manpower comprises a vital segment of the Navy's overall resources. A majority of the civilian employees of the Department of the Navy are directly related to our readiness posture. Fifty-one percent of the civilians work in industrial activities, which are primarily engaged in depot level maintenance and repair of ships, aircraft, and associated equipment. Many of the civilians employed at operation and maintenance activities, such as ship repair facilities, air stations and bases contribute directly to operational readiness. The balance of the civilians provide essential support in functions such as training, medical care, and the engineering, development, and acquisition of weapons systems, all of which have a definite, although longer range, impact on readiness.

Civilian manpower is budgeted to decline by 29,336 workyears between FY 1995 and FY 1997. This complies with the Defense Planning Guidance to reduce civilians by approximately four percent per year, including civilians at Research and Development activities. Savings of over 26,000 civilians will result from BRAC I, II, and III and IV decisions through FY 1999. At bases where an earlier closure is feasible, Navy has accelerated the closure date resulting in the achievement of over eighty percent of the civilian savings by the end of FY 1997. Associated civilian high grade reductions comply with Executive Order 12839 and the high grade target established for the Navy by the Office of the Secretary of Defense. Similarly, Management Headquarters organizations reflect appropriate adjustments to comply with Section 906 of the FY 1991 Defense Authorization Act and are budgeted to further decline through FY 1998. These budgeted civilian manpower reductions reflect infrastructure downsizing consistent with force reductions and requirements while preserving the capacity necessary to meet readiness requirements. The FY 1997 request is for 213,972 civilian workyears.

2. Major Program Changes

The civilian workyear estimates for FY 1996 reflect an alignment of civilian manpower with workload requirements and funding adjustments associated with force and support structure reductions while complying with congressional direction. The FY 1996 and FY 1997 estimates reflect a net reduction of 13,683 and 29,336 respectively from the FY 1995 workyear level. Significant changes in civilian work year levels are discussed below.

Civilian reductions comply with Defense Guidance to reduce the civilian work force and with Congressional direction to reduce headquarters manpower. Reductions are based on mission changes and changes to funded programs. As force structure is reduced or realigned, civilian support in all defense manpower categories are similarly reduced or realigned. Additionally, civilian reductions and realignments to reflect the activities adjustments approved through the BRAC I, II, III, and IV base closure decisions are reflected in the estimates.

3. Improvements and Efficiencies

The Navy estimate of civilian manpower requirements reflects a continuing commitment to increase the efficiency of the civilian work force. The manpower levels reflect consolidation and closing savings as a result of BRAC I, II and III, which impacts over 56 bases and activities.

The current FY 1996 budget reflects savings from initiatives, primarily from the depot workload reductions and infrastructure downsizing including the consolidation of Navy Broadcast Services, the consolidation of the Naval Intelligence Command and efficiencies in base operating support areas.

While the Navy is downsizing, additional efficiencies are reflected in the budget estimates to capture savings as a result of implementation of innovative ideas based on "National Performance Review" recommendations that will improve the Navy's way of doing business in the future. Civilian resources will continue to be reduced in FY 1998 and the outyears to reflect these efficiencies. Achievement of these savings is predicated on establishment of more flexible procedures for outsourcing and changing personnel regulations that inhibit the more efficient use of civilian manpower.

III. MILITARY STRENGTH AND CIVILIAN WORKYEARS (FTE) BY DEFENSE MISSION CATEGORY

This section summarizes changes in the Navy's manpower totals in terms of force and program changes resulting in year-to-year adjustments in overall requirements.

A. Major Force Missions

1. Strategic Forces

a. Strategic Offense (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	9.1	9.4	9.3
Reserve	0.6	0.5	0.5
<u>Civilian</u>	4.8	5.1	5.2

In FY 1996 active military manpower increases by +217 due to increases in Fleet Ballistic Missile submarines. There are no significant changes in FY 1997.

Reserve reductions in FY 1996 reflect reductions in augmentation to active submarine tenders.

Civilian manpower increases in the area of Fleet Ballistic Missile Submarine Support are due to BRAC decisions resulting in the assumption of host responsibilities.

b. Strategic Defense (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.3	0.3	0.3
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes to Strategic Defense in FY 1996/7.

c. Strategic C (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	1.6	1.6	1.4
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.1	0.1	0.1

There are no significant changes to Strategic C in FY 1996. Strategic C decreases by -295 in FY 1997 due to decreases in Telecommunication Centers.

d. Industrial & Stock Fund Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in Industrial and Stock Fund Support.

2. General Purpose Forces

a. Land Forces (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	5.0	5.6	5.6
Reserve	2.1	2.2	2.2
<u>Civilian</u>	0.0	0.0	0.0

In FY 1996 active military manpower in Land Forces increases by +607 due to an increase in support Marine ground forces. There are no significant changes in Land Forces in FY 1997.

The FY 1996 increase in Reserve manpower reflects under execution in FY 1995.

b. Tactical Air Forces (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	20.9	21.1	19.9
Reserve	1.5	1.8	1.8
<u>Civilian</u>	0.1	0.1	0.1

In FY 1996, active military manpower increases by +207 due to increases in electronic warfare and air to ground combat squadrons. In FY 1997, active military manpower decreases overall by -1,161 due primarily to reductions in air to air combat squadrons, air to ground combat squadrons, and miscellaneous mission activities including air wing staffs, readiness (training) squadrons, and aviation support.

The Reserve increase in FY 1996 reflects the addition of one Airborne Early Warning squadron.

c. Naval Forces (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	232.4	223.5	218.5
Reserve	62.3	60.9	58.7
<u>Civilian</u>	42.6	43.7	41.6

In FY 1996 active military manpower in Naval Forces decreases by -8,944 due to reductions of; -1,365 in Service Forces; -4,786 in Fleet Support; -3,425 in Base Operations and Management Headquarters; -3,239 in Attack Submarines; and increases of +2,184 in Surface Combatants; +989 in Amphibious Forces; +44 in Maritime Patrol and Undersea Surveillance Forces; +291 in Sea-Based Anti-submarine Warfare Air Forces; +35 in Mine Warfare Forces; and +328 in Other Operations Support. In FY 1997 active military manpower decreases by -4,929 due to reductions of -281 in Service Forces; -481 in Maritime Patrol and Undersea Surveillance Forces; -1,972 in Fleet Support; -2,566 in Base Operations and Management Headquarters; -56 in Mine Warfare Forces; -223 in Other Operations Support; -941 in Attack Submarines; and -161 in Sea-Based Anti-submarine Warfare Air Forces and increases of +835 in Surface Combatants; and +917 in Amphibious Forces.

The reduction in FY 1996 Reserve Component reflects continued reductions in Augmentees to the active component, deletion of four Naval Reserve Force (NRF) frigates, and the addition of three NRF mine countermeasures ships. In FY 1997, the reduction reflects the deletion of one VP squadron.

In FY 1996 civilian manpower decreases in the Base Operations Support area due to base closures and activity downsizing.

d. Mobility Forces (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	1.4	1.7	1.7
Reserve	3.5	3.4	3.4
<u>Civilian</u>	6.5	5.1	5.2

In FY 1996 active military manpower increases by +329 due to increases in Service Support to U.S. Transportation Command, and decreases by -13 in FY 1997.

Civilian manpower decreases in FY 1996/7 are due to base closures and activity downsizing

e. Special Operations Forces (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	4.8	5.0	5.1
Reserve	1.0	1.3	1.3
<u>Civilian</u>	0.2	0.2	0.2

In FY 1996, active military manpower increases by +178 due to increases in SOF Support Activities. In FY 1997 there are no significant changes in Special Operations Forces

The FY 1996 increase in Reserve manpower reflects under execution in FY 1995.

f. General Purpose Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in manpower in General Purpose Support.

g. Theater Missile Defense (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in manpower in Theater Missile Defense

h. Counter Drug Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.4	0.4	0.4

The Department's consolidated Counter Drug manpower account is located in Chapter VIII.

B. Defense-wide Missions

1. Intelligence and Communications

a. Intelligence (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	8.9	10.0	9.7
Reserve	3.3	2.9	2.9
<u>Civilian</u>	3.9	3.8	3.8

In FY 1996, active military manpower in Intelligence increased by +1,017 due to an increase in the National Foreign Intelligence Program (NFIP). In FY 1997, active military manpower is decreased by -282 due to reductions in NFIP and Counter-intelligence Activities.

Reserve reductions in FY 1996 reflect downsizing Reserve augmentees to Active Component Intelligence and Cryptologic activities.

Decreases in civilian manpower reflect overall reductions to the civilian work force.

b. Communications (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	5.4	5.8	5.7
Reserve	0.8	0.9	0.9
<u>Civilian</u>	2.4	1.7	1.7

In FY 1996, active military manpower in Communications increases by +364 due to increases in centrally managed communications. In FY 1997, active military manpower is decreased by -93 due to reductions in Command and Control activities.

2. General Research and Development

a. Science & Technology Program (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in manpower in the Science and Technology program.

b. Undistributed Development Program (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in the Undistributed Development Program.

c. RDT&E Management & Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	4.6	4.5	4.5
Reserve	0.7	0.7	0.7
<u>Civilian</u>	53.4	52.2	49.8

There are no significant changes in RDT&E Management & Support in FY 1996/7.

In FY 1996/7, civilian manpower decreases overall due to reductions in Research and Development Base Operations and Management Headquarters.

3. Other Defense-Wide Missions

a. Geophysical Sciences (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	1.3	1.3	1.3
Reserve	0.3	0.3	0.3
<u>Civilian</u>	1.5	1.5	1.5

There are no significant changes in Geophysical Sciences in FY 1996/7.

b. Space Launch Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned in Space Launch Support in FY 1996/7.

c. Nuclear Weapons Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.1	0.1	0.1
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in active military manpower in Nuclear Weapons Support in FY 1996/7.

d. International Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	1.3	1.4	1.4
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.3	0.3	0.3

There are no significant changes in manpower in International Support in FY 1996 or FY 1997.

C. Defense-Wide Support Missions

1. Logistics Support

a. Supply Operations (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	2.5	2.3	2.3
Reserve	2.7	1.9	1.9
<u>Civilian</u>	14.8	14.0	13.8

In FY 1996, active military manpower in Supply Operations decreased by -174 primarily due to adjustments in the Defense Business Operating Fund (DBOF) and Base Operations Support/Management Headquarters.

The Reserve decreases in FY 1996 reflect reductions in Reserve augmentees to various Active component activities.

FY 1996 decreases in civilian manpower result from reductions in supply operations due to base closures.

b. Maintenance Operations (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	2.0	1.6	1.4
Reserve	3.4	3.1	3.1
<u>Civilian</u>	60.8	50.2	42.0

Active military manpower in Maintenance Operations decreases overall by -334 in FY 1996 and by -175 in FY 1997 primarily due to adjustments in the Defense Business Operating Fund.

The Reserve decrease in FY 1996 reflects reductions in Reserve augmentation to active component maintenance support activities.

Decrease in civilian manpower is the result of decreasing workload and Base Closure decisions.

c. Other Logistical Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	2.6	2.6	2.3
Reserve	2.3	2.1	2.1
<u>Civilian</u>	19.0	17.8	16.7

In FY 1997, active military manpower decreases by -331 due primarily to reductions in Base Operations/Management Headquarters and adjustments to the Defense Business Operating Fund.

The Reserve decrease in FY 1996 reflects reductions in Reserve augmentees to Active component logistics support activities.

Changes in civilian manpower are due to changing workload requirements.

2. Personnel Support

a. Personnel Acquisition (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	13.2	13.2	13.0
Reserve	1.3	1.5	1.5
<u>Civilian</u>	2.5	2.7	2.6

In FY 1997, active military manpower in Personnel Acquisition decreases by -239 due to reductions in recruiting.

b. Training (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	58.4	60.8	51.3
Reserve	1.1	1.4	0.8
<u>Civilian</u>	8.7	8.6	8.3

In FY 1996 Training increases by +2,430 due to increases in recruit training. In FY 1997, active military manpower in Training decreases by -9,503 due to reductions in recruit training, general skills training, professional military training and Base Operations Support/Management Headquarters.

The Reserve Component increase in FY 1996 reflects the new non-prior service program to support Seabee manning. The decrease in FY 1997 reflects a reduction in Full Time support trainees/students.

Civilian reductions in FY 1996/7 are due to decreases in Training Base Operations and Management Headquarters and Military Personnel Training.

c. Medical Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	28.2	27.7	27.7
Reserve	10.6	11.2	11.2
<u>Civilian</u>	11.2	10.9	10.3

In FY 1996, active military manpower in Medical decreases by -449 due to decreases in hospitals and other medical activities. In FY 1997 there is no significant change.

The Reserve increase in FY 1996 is due to FY 1995 undermanning of Reserve augmentees to active component medical treatment activities.

Decrease in civilian manpower is due to Base Closure and realignment of personnel within medical resources.

d. Individuals (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	22.0	17.3	16.3
Reserve	0.8	0.5	0.5
<u>Civilian</u>	0.0	0.0	0.0

In FY 1996, active military manpower in Individuals decreased by -4,650 and is further decreased by -1,012 in FY 1997. Reserve individuals reduced by 300 in FY 1996.

e. Federal Agency Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.1	0.1	0.1
Reserve	0.0	0.1	0.1
<u>Civilian</u>	0.0	0.0	0.0

There are no significant changes in Federal Agency Support in FY 1996/7.

f. Other Personnel Support (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	1.7	1.6	1.6
Reserve	0.0	0.0	0.0
<u>Civilian</u>	2.9	2.7	2.7

There are no significant changes in Other Personnel Support in FY 1996/7.

3. Other Centralized Support

a. Departmental Headquarters (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	6.6	6.2	5.8
Reserve	2.2	2.1	2.0
<u>Civilian</u>	7.1	8.9	7.9

Active military manpower decreases -354 in FY 1996 and further decreases by -397 in FY 1997 reflect reductions to department-wide headquarters activities.

Reserve decrease in FY 1996 and FY 1997 reflect reductions in Reserve augmentees to Active Component department-wide headquarters activities.

b. Undistributed Adjustments (in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

There is no manpower assigned to the Undistributed Adjustment category.

TABLE V-1
ACTIVE NAVY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

TOTAL AC MILITARY DEFENSE MISSION CODES	FY 1995		FY 1996			FY 1997		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	285.3	275.6	284.7	268.3	94	277.6	261.8	94
Strategic Forces	10.9	11.0	11.6	11.3	98	11.3	11.0	97
Strategic Offense	9.0	9.1	9.6	9.4	98	9.5	9.3	98
Strategic Defense	0.3	0.3	0.4	0.3	86	0.4	0.3	86
Strategic C	1.6	1.6	1.6	1.6	100	1.7	1.4	94
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100	0.0	0.0	100
General Purpose Forces	274.4	264.6	273.1	256.9	94	266.3	250.9	94
Land Forces	5.7	5.0	5.9	5.6	96	5.9	5.6	96
Tactical Air Forces	22.2	20.9	21.5	21.1	98	20.1	20.0	99
Naval Forces	240.3	232.4	239.0	223.5	94	233.5	218.5	94
Mobility Forces	1.5	1.4	1.6	1.7	108	1.6	1.7	104
Special Operations Forces	4.7	4.8	5.2	5.0	97	5.2	5.0	97
General Purpose Support	0.0	0.0	0.0	0.0	35	0.0	0.0	35
Theater Missile Defense	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Counter Drug Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Defense-Wide Missions	24.2	21.7	23.9	22.8	97	24.0	23.1	96
Intelligence & Communications	16.3	14.4	15.8	15.5	98	16.0	15.8	99
Intelligence	10.0	8.9	9.9	9.9	100	9.8	9.7	99
Communications	6.3	5.4	5.8	5.8	100	5.8	5.7	98
Command & Control	0.0	0.0	0.0	0.0	100	0.4	0.4	111
General Research & Development	5.1	4.6	5.3	4.5	86	5.2	4.5	87
Science & Technology Program	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Development	0.0	0.0	0.0	0.0	100	0.0	0.0	100
RDT&E Management & Support	5.1	4.6	5.3	4.5	86	5.2	4.5	87
Other Defense-Wide Missions	2.8	2.7	2.9	2.8	98	2.8	2.7	98
Geophysical Sciences	1.4	1.3	1.4	1.4	99	1.3	1.3	98
Space Launch Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
International Support	1.4	1.3	1.4	1.4	98	1.4	1.4	97
Defense-Wide Support Missions	129.7	137.4	142.1	133.6	94	128.6	122.0	95
Logistical Support	6.4	7.0	6.9	6.3	91	6.5	6.0	92
Supply Operations	2.0	2.5	2.6	2.3	91	2.4	2.3	95
Maintenance Operations	1.2	1.9	1.8	1.6	89	1.7	1.4	83
Other Logistical Support	3.2	2.6	2.6	2.5	96	2.4	2.3	96
Personnel Support	116.9	123.8	128.1	121.1	95	115.3	110.2	96
Personnel Acquisitions	12.9	13.2	13.4	13.2	99	13.2	13.0	98
Training	52.6	58.4	63.4	60.8	96	52.3	51.3	98
Medical	28.3	28.2	32.0	27.7	87	31.6	27.7	88
Individuals	21.2	22.0	17.3	17.3	100	16.3	16.3	100
Federal Agency Support	0.1	0.1	0.1	0.1	100	0.1	0.1	96
Other Personnel Support	1.9	2.0	1.9	1.8	94	1.8	1.7	93
Other Centralized Support	6.4	6.6	7.0	6.2	89	6.8	5.8	86
Departmental Headquarters	6.4	6.6	7.0	6.2	89	6.8	5.8	86
Retired Pay	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Adjustments	0.0	0.0	0.0	0.0	100	0.0	0.0	100
TOTAL END STRENGTH IN BUDGET	439.2	434.6	450.7	424.5	94	430.2	406.9	95

End strength may not equal total of DMC categories due to rounding.

Note: Active Navy Manpower Structure or requirements consist of peacetime requirements.

TABLE V-1A
ACTIVE NAVY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

TOTAL AC OFFICERS DEFENSE MISSION CODES	FY 1995		FY 1996			FY 1997		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	27.8	26.7	28.0	26.3	94	27.4	25.8	94
Strategic Forces	1.5	1.5	1.6	1.5	95	1.6	1.5	95
Strategic Offense	1.1	1.0	1.1	1.1	95	1.1	1.1	95
Strategic Defense	0.2	0.2	0.2	0.2	92	0.2	0.2	92
Strategic C	0.3	0.3	0.3	0.3	98	0.2	0.2	98
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100	0.0	0.0	100
General Purpose Forces	26.2	25.2	26.4	24.7	94	25.8	24.3	94
Land Forces	0.8	0.7	0.8	0.8	95	0.8	0.8	96
Tactical Air Forces	3.5	3.1	3.3	3.2	95	3.1	3.0	97
Naval Forces	20.9	20.3	21.2	19.7	93	20.8	19.4	93
Mobility Forces	0.3	0.2	0.3	0.3	122	0.3	0.3	119
Special Operations Forces	0.7	0.8	0.8	0.8	97	0.8	0.8	97
General Purpose Support	0.0	0.0	0.0	0.0	32	0.0	0.0	32
Theater Missile Defense	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Counter Drug Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Defense-Wide Missions	4.3	3.4	4.2	4.1	96	4.3	4.0	95
Intelligence & Communications	2.0	1.6	2.0	1.9	94	2.1	2.0	97
Intelligence	1.5	1.2	1.5	1.5	95	1.6	1.5	97
Communications	0.5	0.4	0.5	0.5	98	0.5	0.5	95
Command & Control	0.0	0.0	0.0	0.0	100	0.1	0.1	111
General Research & Development	1.3	1.0	1.3	1.2	92	1.4	1.2	88
Science & Technology Program	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Development	0.0	0.0	0.0	0.0	100	0.0	0.0	100
RDT&E Management & Support	1.3	1.0	1.3	1.2	92	1.2	1.1	92
Other Defense-Wide Missions	0.9	0.8	0.9	0.9	94	0.9	0.9	94
Geophysical Sciences	0.3	0.3	0.3	0.3	93	0.3	0.3	95
Space Launch Support	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
International Support	0.5	0.4	0.6	0.5	94	0.6	0.5	93
Defense-Wide Support Missions	28.0	28.8	31.1	28.2	91	29.6	26.3	89
Logistical Support	3.0	2.7	3.1	2.9	94	2.9	2.7	92
Supply Operations	1.4	1.3	1.6	1.5	93	1.5	1.4	94
Maintenance Operations	0.4	0.4	0.4	0.4	95	0.4	0.3	95
Other Logistical Support	1.2	1.0	1.1	1.1	94	1.1	1.0	88
Personnel Support	21.8	22.9	24.6	22.3	91	23.3	20.6	89
Personnel Acquisitions	1.3	1.2	1.3	1.3	98	1.3	1.3	98
Training	8.9	10.4	10.5	10.3	98	10.0	9.1	91
Medical	8.4	7.9	10.1	8.2	82	9.8	8.1	83
Individuals	2.9	3.2	2.4	2.4	100	1.8	1.8	100
Federal Agency Support	0.1	0.0	0.1	0.1	97	0.1	0.1	94
Other Personnel Support	0.2	0.2	0.2	0.2	95	0.2	0.1	89
Other Centralized Support	3.2	3.2	3.5	3.1	89	3.4	3.0	88
Departmental Headquarters	3.2	3.2	3.5	3.1	89	3.4	3.0	88
Retired Pay	0.0	0.0	0.0	0.0	100	0.0	0.0	100
Undistributed Adjustments	0.0	0.0	0.0	0.0	100	0.0	0.0	100
TOTAL END STRENGTH IN BUDGET	60.0	58.8	63.4	58.4	92	61.3	56.1	92

End strength may not equal total of DMC categories due to rounding.

Note: (1)Active Navy Manpower Structure or requirements consist of peacetime requirements.
(2)"Training" and "Individuals" categories are programmed by work-year average. FY95 inventory reflects a snapshot of current-on-board on September 30,1995.

Table V-1B
ACTIVE NAVY PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End strength in Thousands)

TOTAL AC ENLISTED DEFENSE MISSION CODES	FY 1995		FY 1996			FY 1997		
	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	257.5	248.9	256.7	241.9	94%	250.1	236.1	94%
Strategic Forces	9.4	9.6	10.0	9.8	98%	9.7	9.5	98%
Strategic Offense	7.9	8.1	8.4	8.3	99%	8.3	8.2	99%
Strategic Defense	0.1	0.2	0.2	0.1	79%	0.2	0.1	79%
Strategic C & C	1.4	1.3	1.4	1.4	100%	1.2	1.1	93%
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
General Purpose Forces	248.1	239.4	246.7	232.1	94%	240.5	226.6	94%
Land Forces	4.9	4.3	5.1	4.8	96%	5.1	4.8	96%
Tactical Air Forces	18.8	17.8	18.1	17.9	99%	16.9	16.9	100%
Naval Forces	219.4	212.1	217.8	203.8	94%	212.7	199.2	94%
Mobility Forces	1.2	1.1	1.3	1.3	100%	1.4	1.4	102%
Special Operations Forces	4.0	4.1	4.4	4.2	97%	4.4	4.3	96%
General Purpose Support	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Theater Missile Defense	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Counter Drug Support	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Defense-Wide Missions	19.9	18.3	19.7	18.9	97%	19.7	19.0	97%
Intelligence & Communications	14.3	12.8	13.8	13.6	99%	13.9	13.8	100%
Intelligence	8.5	7.7	8.4	8.4	99%	8.2	8.2	100%
Communications	5.8	5.1	5.3	5.3	100%	5.3	5.3	98%
Command & Control	0.0	0.0	0.0	0.0	100%	0.3	0.3	111%
General Research & Development	3.7	3.6	4.0	3.4	84%	3.9	3.4	86%
Science & Technology Program	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Undistributed Development	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
RDT&E Management & Support	3.7	3.6	4.0	3.4	84%	3.9	3.4	86%
Other Defense-Wide Missions	1.9	1.9	1.9	1.9	100%	1.9	1.9	100%
Geophysical Sciences	1.0	1.1	1.1	1.1	100%	1.0	1.0	99%
Space launch Support	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
International Support	0.9	0.8	0.9	0.9	100%	0.9	0.9	100%
Defense-Wide Support Missions	101.8	108.7	110.9	105.3	95%	99.1	95.7	97%
Logistical Support	3.4	4.4	3.9	3.5	95%	3.6	3.3	93%
Supply Operations	0.6	1.2	1.0	0.8	82%	0.9	0.9	96%
Maintenance operations	0.8	1.5	1.4	1.2	88%	1.4	1.1	80%
Other Logistical Support	1.9	1.6	1.5	1.5	104%	1.3	1.4	104%
Personnel Support	95.2	100.9	103.5	98.7	95%	92.1	89.5	98%
Personnel Acquisitions	11.6	12.0	12.1	12.0	99%	11.9	11.7	98%
Training	43.7	48.0	52.9	50.6	96%	42.3	42.2	100%
Medical	20.0	20.3	21.8	19.5	89%	21.6	19.4	90%
Individuals	18.2	18.8	14.9	14.9	100%	14.6	14.6	100%
Federal Agency Support	0.0	0.0	0.0	0.0	110%	0.0	0.0	100%
Other Personnel Support	1.7	1.8	1.7	1.6	94%	1.7	1.6	94%
Other Centralized Support	3.2	3.4	3.6	3.0	83%	3.4	2.9	83%
Departmental Headquarters	3.2	3.4	3.6	3.0	83%	3.4	2.9	83%
Retired Pay	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Undistributed Adjustments	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
TOTAL END STRENGTH IN BUDGET	379.2	375.8	370.1	366.1	99%	358.1	350.8	98%

End Strength may not equal total of DMC categories due to rounding.

TABLE V-1B
TOTAL AC MILITARY END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual</u> <u>FY 1995</u>	<u>Budgeted</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
<u>End Strength in Units</u>	370.1	363.0	351.9
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	64.5	61.5	55.1
Transients	(19.5)	(15.1)	(14.3)
PPH	(2.5)	(2.2)	(2.1)
Trainees and Students	(38.3)	(40.2)	(34.6)
Cadets and Midshipman	(4.2)	(4.0)	(4.0)
<u>Total End Strength</u>	<u>434.6</u>	<u>424.5</u>	<u>406.9</u>

Note: Totals may not add due to rounding.

ACTIVE OFFICER END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual</u> <u>FY 1995</u>	<u>Budget</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
<u>End Strength in Units</u>	47.6	49.8	48.1
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	11.2	8.6	8.0
Transients	(3.1)	(2.3)	(1.7)
PPH	(0.1)	(0.1)	(0.1)
Trainees and Students	(8.0)	(6.5)	(6.2)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>58.8</u>	<u>58.4</u>	<u>56.1</u>

Note: Totals may not add due to rounding.

ACTIVE ENLISTED END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual</u> <u>FY 1995</u>	<u>Budgeted</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
<u>End Strength in Units</u>	322.5	313.5	303.6
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	53.3	52.6	47.2
Transients	(16.4)	(12.8)	(12.6)
PPH	(2.4)	(2.1)	(2.0)
Trainees and Students	(40.5)	(33.6)	(28.6)
Cadets and Midshipman	(4.2)	(4.0)	(4.0)
<u>Total End Strength</u>	<u>375.8</u>	<u>366.1</u>	<u>350.8</u>

Note: Totals may not add due to rounding.

TABLE V-2
NAVAL RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH

(End Strength in Thousands)

USNR TOTAL	FY 1995		FY 1996			FY 1997		
<u>DEFENSE MISSION CODES</u>	<u>AUTH</u>	<u>INV</u>	<u>REQT</u>	<u>AUTH</u>	<u>% MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>% MNG</u>
Major Force Missions	70.4	71.0	76.8	70.1	91.3	74.2	67.9	91.5
Strategic Forces	0.5	0.6	0.5	0.5	100.0	0.5	0.5	100.0
Strategic Offense	0.5	0.6	0.5	0.5	100.0	0.5	0.5	100.0
Strategic Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Strategic C	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
General Purpose Forces	69.9	70.4	76.3	69.6	91.2	73.7	67.4	91.5
Land Forces	2.2	2.1	2.2	2.2	100.0	2.2	2.2	100.0
Tactical Air Forces	1.6	1.5	1.8	1.8	100.0	1.8	1.8	100.0
Naval Forces	61.4	62.3	67.6	60.9	90.1	65.0	58.7	90.3
Mobility Forces	3.4	3.5	3.4	3.4	100.0	3.4	3.4	100.0
Special Operations Forces	1.3	1.0	1.3	1.3	100.0	1.3	1.3	100.0
General Purpose Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Theater Missile Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Counter Drug Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Missions	5.1	5.1	6.3	4.8	76.2	6.3	4.8	76.2
Intelligence & Communications	4.1	4.1	5.0	3.8	76.0	5.0	3.8	76.0
Intelligence	3.2	3.3	3.9	2.9	74.4	3.9	2.9	74.4
Communications	0.9	0.8	1.1	0.9	81.8	1.1	0.9	81.8
General Research & Development	0.7	0.7	0.8	0.7	87.5	0.8	0.7	87.5
Science & Technology Program	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Development	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
RDT&E Management & Support	0.7	0.7	0.8	0.7	87.5	0.8	0.7	87.5
Other Defense-Wide Missions	0.3	0.3	0.5	0.3	60.0	0.5	0.3	60.0
Geophysical Sciences	0.3	0.3	0.5	0.3	60.0	0.5	0.3	60.0
Space Launch Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
International Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Support Missions	25.1	24.4	29.3	24.0	81.9	28.7	23.2	80.8
Logistical Support	7.7	8.4	8.9	7.1	79.8	8.9	7.1	79.8
Supply Operations	2.4	2.7	2.8	1.9	67.9	2.8	1.9	67.9
Maintenance Operations	3.1	3.4	3.2	3.1	96.9	3.2	3.1	96.9
Other Logistical Support	2.1	2.3	2.9	2.1	72.4	2.9	2.1	72.4
Personnel Support	15.3	13.8	18.0	14.7	81.7	17.4	14.1	81.0
Personnel Acquisitions	1.5	1.3	1.6	1.5	93.8	1.6	1.5	93.8
Training	0.9	1.1	1.4	1.4	100.0	0.8	0.8	100.0
Medical	12.2	10.6	14.4	11.2	77.8	14.4	11.2	77.8
Individuals	0.5	0.8	0.5	0.5	100.0	0.5	0.5	100.0
Federal Agency Support	0.1	0.0	0.1	0.1	100.0	0.1	0.1	100.0
Other Personnel Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Centralized Support	2.2	2.2	2.4	2.1	87.5	2.4	2.0	83.3
Departmental Headquarters	2.2	2.2	2.4	2.1	87.5	2.4	2.0	83.3
Retired Pay	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Adjustments	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
TOTAL END STRENGTH IN BUDGET	100.7	100.6	112.4	98.9	88.0	109.2	95.9	87.8

End strength may not equal total of DMC categories due to rounding.

TABLE V-2A
NAVAL RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING, AND END STRENGTH

(End Strength in Thousands)

USNR OFFICERS	FY 1995		FY 1996			FY 1997		
	AUTH	INV	REQT	AUTH	MNG	REQT	AUTH	MNG
DEFENSE MISSION CODES	AUTH	INV	REQT	AUTH	MNG	REQT	AUTH	MNG
Major Force Missions	10.6	10.4	11.3	10.9	96.4	11.1	10.3	92.8
Strategic Forces	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Strategic Offense	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Strategic Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Strategic C	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
General Purpose Forces	10.5	10.3	11.2	10.8	96.4	11.0	10.2	92.7
Land Forces	0.4	0.4	0.4	0.4	100.0	0.4	0.4	100.0
Tactical Air Forces	0.3	0.3	0.3	0.3	100.0	0.3	0.3	100.0
Naval Forces	8.8	8.3	9.0	8.6	95.5	8.8	8.0	90.1
Mobility Forces	0.8	0.8	0.8	0.8	100.0	0.8	0.8	100.0
Special Operations Forces	0.3	0.6	0.7	0.7	100.0	0.7	0.7	100.0
General Purpose Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Theater Missile Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Counter Drug Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Missions	2.2	2.3	2.4	2.1	87.5	2.4	2.1	87.5
Intelligence & Communications	1.8	1.9	1.9	1.7	89.5	1.9	1.7	89.5
Intelligence	1.7	1.8	1.8	1.6	88.9	1.8	1.6	88.9
Communications	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
General Research & Development	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Science & Technology Program	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Development	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
RDT&E Management & Support	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Geophysical Sciences	0.1	0.1	0.1	0.1	100.0	0.1	0.1	100.0
Space Launch Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
International Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Support Missions	8.3	8.1	9.1	7.7	84.6	9.0	7.7	85.6
Logistical Support	2.1	2.3	2.4	2.0	83.3	2.4	2.0	83.3
Supply Operations	0.7	0.9	0.8	0.5	62.5	0.8	0.5	62.5
Maintenance Operations	0.6	0.6	0.6	0.6	100.0	0.6	0.6	100.0
Other Logistical Support	0.9	0.7	1.0	0.9	90.0	1.0	0.9	90.0
Personnel Support	4.8	4.4	5.2	4.4	84.6	5.1	4.4	86.3
Personnel Acquisitions	0.3	0.2	0.3	0.2	67.0	0.3	0.2	67.0
Training	0.1	0.2	0.2	0.1	50.0	0.1	0.1	100.0
Medical	4.3	3.8	4.6	4.0	87.0	4.6	4.0	87.0
Individuals	0.0	0.1	0.0	0.0	100.0	0.0	0.0	100.0
Federal Agency Support	0.1	0.0	0.1	0.1	100.0	0.1	0.1	100.0
Other Personnel Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Centralized Support	1.4	1.4	1.5	1.3	86.7	1.5	1.3	86.7
Departmental Headquarters	1.4	1.4	1.5	1.3	86.7	1.5	1.3	86.7
Retired Pay	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Adjustments	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
TOTAL END STRENGTH IN BUDGET	21.1	20.8	22.8	20.7	90.8	22.5	20.1	89.3

End strength may not equal total of DMC categories due to rounding.

TABLE V-2B
NAVAL RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING, AND END STRENGTH

(End Strength in Thousands)

USNR ENLISTED	FY 1995		FY 1996			FY 1997		
	AUTH	INV	REQT	AUTH	MNG	REQT	AUTH	MNG
DEFENSE MISSION CODES								
Major Force Missions	59.8	60.7	65.6	59.3	90.4	63.2	57.7	91.3
Strategic Forces	0.4	0.6	0.5	0.5	100.0	0.5	0.5	100.0
Strategic Offense	0.4	0.6	0.5	0.5	100.0	0.5	0.5	100.0
Strategic Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Strategic C	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Industrial & Stock Fund	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
General Purpose Forces	59.4	60.2	65.1	58.8	90.3	62.7	57.2	91.2
Land Forces	1.8	1.7	1.8	1.8	100.0	1.8	1.8	100.0
Tactical Air Forces	1.3	1.2	1.5	1.4	93.3	1.5	1.4	93.3
Naval Forces	52.6	52.0	58.6	52.4	89.4	56.2	50.8	90.4
Mobility Forces	2.6	2.7	2.6	2.6	100.0	2.6	2.6	100.0
Special Operations Forces	1.0	2.5	0.6	0.6	100.0	0.6	0.6	100.0
General Purpose Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Theater Missile Defense	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Counter Drug Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Missions	2.9	2.8	3.9	2.7	69.2	3.9	2.7	69.2
Intelligence & Communications	2.3	2.3	3.1	2.1	67.7	3.1	2.1	67.7
Intelligence	1.5	1.6	2.1	1.3	61.9	2.1	1.3	61.9
Communications	0.8	0.7	1.0	0.8	80.0	1.0	0.8	80.0
General Research & Development	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Science & Technology Program	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Development	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
RDT&E Management & Support	0.3	0.3	0.4	0.3	75.0	0.4	0.3	75.0
Other Defense-Wide Missions	0.3	0.2	0.4	0.3	75.0	0.4	0.3	75.0
Geophysical Sciences	0.3	0.2	0.4	0.3	75.0	0.4	0.3	75.0
Space Launch Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
International Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Defense-Wide Support Missions	16.9	16.2	20.2	16.1	79.7	19.7	15.5	78.7
Logistical Support	5.6	6.2	6.5	5.2	80.0	6.5	5.2	80.0
Supply Operations	1.7	1.8	2.0	1.4	70.0	2.0	1.4	70.0
Maintenance Operations	2.6	2.8	2.6	2.6	100.0	2.6	2.6	100.0
Other Logistical Support	1.2	1.5	1.9	1.2	63.2	1.9	1.2	63.2
Personnel Support	10.5	9.3	12.8	10.1	78.9	12.3	9.5	77.2
Personnel Acquisitions	1.2	1.1	1.3	1.2	92.3	1.3	1.2	92.3
Training	0.9	0.8	1.2	1.2	100.0	0.7	0.6	85.7
Medical	7.9	6.7	9.8	7.1	72.4	9.8	7.1	72.4
Individuals	0.5	0.7	0.5	0.5	100.0	0.5	0.5	100.0
Federal Agency Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Personnel Support	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Other Centralized Support	0.8	0.8	0.9	0.8	88.9	0.9	0.8	88.9
Departmental Headquarters	0.8	0.8	0.9	0.8	88.9	0.9	0.8	88.9
Retired Pay	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
Undistributed Adjustments	0.0	0.0	0.0	0.0	100.0	0.0	0.0	100.0
TOTAL END STRENGTH IN BUDGET	79.6	79.8	89.6	78.2	87.3	86.7	75.8	87.4

End strength may not equal total of DMC categories due to rounding.

Table V-2C
NAVAL RESERVE END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual</u> <u>FY 1995</u>	<u>Budget</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
<u>End Strength in Units</u>	99.2	97.9	95.0
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	1.4	1.0	0.9
Transients	(0.7)	(0.5)	(0.5)
PPH	(0.1)	(0.0)	(0.0)
Trainees and Students	(0.6)	(0.5)	(0.4)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>100.6</u>	<u>98.9</u>	<u>95.9</u>

Note: Totals may not add due to rounding.

NAVAL RESERVE OFFICER END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual</u> <u>FY 1995</u>	<u>Budget</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
<u>End Strength in Units</u>	20.7	20.7	20.1
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	0.1	0.0	0.0
Transients	(0.1)	(0.0)	(0.0)
PPH	(0.0)	(0.0)	(0.0)
Trainees and Students	(0.0)	(0.0)	(0.0)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>20.8</u>	<u>20.7</u>	<u>20.1</u>

Note: Totals may not add due to rounding.

NAVAL RESERVE ENLISTED END STRENGTH SUMMARY

(End strength in Thousands)

	<u>Actual</u> <u>FY 1995</u>	<u>Budget</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
<u>End Strength in Units</u>	78.5	77.2	74.9
<u>Undistributed</u>	0.0	0.0	0.0
<u>Individuals Account</u>	1.3	1.0	0.9
Transients	(0.7)	(0.5)	(0.5)
PPH	(0.0)	(0.0)	(0.0)
Trainees and Students	(0.6)	(0.5)	(0.4)
Cadets and Midshipman	(0.0)	(0.0)	(0.0)
<u>Total End Strength</u>	<u>79.8</u>	<u>78.2</u>	<u>75.8</u>

Note: Totals may not add due to rounding.

TABLE V-3

NAVY CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL FY95 WY	BUDGET 1/ FY96 WY	FY97 WY	FY 95-97 WY CHANGE NO.	%
MAJOR FORCE	54,684	54,332	52,465	-2,219	-4%
Strategic Forces	4,872	5,203	5,300	428	9%
Strategic Offense	4,770	5,100	5,199	429	9%
Strategic Defense	0	0	0	0	0%
Strategic C	102	103	101	-1	-1%
General Purpose Forces	49,812	49,129	47,165	-2,647	-5%
Land	0	0	0	0	0%
Tactical Air	101	103	106	5	5%
Naval	42,614	43,701	41,609	-1,005	-2%
Mobility	6,536	5,100	5,218	-1,318	-20%
Special Operations	200	225	232	32	16%
Counter Drug Support	361	(387)	(389)	26	7%
DEFENSE-WIDE	61,514	59,553	57,231	-4,283	-7%
Intell/Comm	6,300	5,512	5,526	-774	-12%
Intelligence	3,866	3,812	3,784	-82	-2%
Communications	2,434	1,700	1,742	-692	-28%
Research & Development	53,435	52,200	49,844	-3,591	-7%
Science & Technology	0	0	0	0	0%
Undistributed	0	0	0	0	0%
Management & Support	53,435	52,200	49,844	-3,591	-7%
Other Defense-Wide Missions	1,779	1,841	1,861	82	5%
Geophysical Sciences	1,467	1,510	1,512	45	3%
Space Launch Support	0	0	0	0	0%
Nuclear Weapons	0	0	0	0	0%
International	312	331	349	37	12%
				0	
DEFENSE-WIDE SUPPORT	127,110	115,740	104,276	-22,834	-18%
Logistics	94,627	81,964	72,503	-22,124	-23%
Supply Operations	14,832	14,024	13,761	-1,071	-7%
Maintenance	60,822	50,160	41,996	-18,826	-31%
Other Logistics	18,973	17,780	16,746	-2,227	-12%
Personnel	25,395	24,860	23,876	-1,519	-6%
Acquisition	2,531	2,664	2,561	30	1%
Training	8,740	8,585	8,318	-422	-5%
Medical	11,240	10,920	10,306	-934	-8%
Other Personnel	2,884	2,691	2,691	-193	-7%
Other Centralized Support	7,088	8,916	7,897	809	11%
Departmental Headquarters	7,088	8,916	7,897	809	11%
GRAND TOTAL	243,308	229,625	213,972	-29,336	-12%
Direct	235,655	221,775	206,110	-29,545	-13%
Indirect	7,653	7,850	7,862	209	3%

1/ As reflected in FY 97 Presidents Budget.

CHAPTER VI

MARINE CORPS MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

This chapter describes the Marine Corps' Total Force requirement for Active, Reserve, and Civilian manpower; displays manpower levels authorized for FY 1996 and projected for FY 1997; highlights trends in the program; introduces new manpower initiatives; and explains yearly manning fluctuations.

The Marine Corps achieved its prescribed Active Component Base Force target of 174,000 in FY 1994 and will maintain this force level into the foreseeable future. Manpower planners have altered their focus from managing our draw down to sustaining an Active Component of 174,000 Marines. Having reached our steady state end strength objectives, we now direct our attention to correcting shortcomings of force composition. Our principal concern in this regard involves correcting grade/skill imbalances to satisfy the requirements of our new leaner force.

The Marine Corps is requesting an Active Component strength of 174,000 for FY 1997. As previously indicated, this force level remains unchanged from the prior two years and represents our planning figure through the out years. The Reserve Component is similarly programmed and budgeted to reach its authorized strength of 42,274 for FY 1996 only. During FY 1997 and the out years, the Reserves budgeted end strength of 42,000 reflects the impact of base realignments and closures, and higher than anticipated attrition among its prior service force. Civilian manpower increases slightly to 16,649 in FY 1997 to support demands of our Quality of Life Program.

B. Wartime Manpower Requirements

Wartime military manpower requirements are determined by combining force structure demands with estimates for combat casualty replacement. These wartime requirements are shown in the Wartime Authorized Strength Report.

In peacetime, the requirement for civilian manpower is represented by the authorized civilian work force. On M-day, the requirement for civilian manpower may increase to reflect the support requirements associated with mobilization buildup and preparation of military forces for deployment. These requirements are also reflected on the command's/organization's Total Force T/O. Also on M-day, peacetime civilian manpower may be reduced because some civilian employees are subject to call-up as reservists or military retirees. The Marine Corps continuously identifies those individuals who hold key positions in the Federal government and who are either members of the Ready Reserve or retired military personnel eligible for recall/mobilization.

C. Marine Corps Military Strength Request and Civilian Workyear (FTE) Plan

The Marine Corps selectively mans its authorized force structure within the confines of fiscal constraint and mission requirement. As the peacetime operating force requirement is lower than that during war, these organizations are typically manned below 100 percent. In time of crisis,

these forces will be augmented by realigning Active Component assets or using pre-trained manpower, i.e., Selected Marine Corps Reserve, Individual Ready Reserve, and Retirees. Marine Corps Active, Reserve, and civilian manpower requests for FY 1996 and FY 1997 are as follows:

Marine Corps Manpower Requirement
(Strength in Thousands)

	<u>ACTUAL</u> <u>FY 95</u>	<u>BUDGETED</u> <u>FY 96</u>	<u>FY 97</u>
Active Military	174.6	174.0	174.0
Marine Corps Selected Reserve	40.9	42.3	42.0
Civilian Workyears (FTE)	16.0	16.6	16.6

The difference between peacetime manpower requirements and the wartime demand for manpower is the necessity to man vacant Fleet Marine Force (FMF) billets, augment supporting establishment (non-FMF) structure, and provide for casualty replacements. To meet the demand for wartime manpower, the Marine Corps will use all available assets: Active Component personnel, Selected Marine Corps Reserve, Individual Ready Reserve, Standby Reserve, retirees, non-prior service accessions, and prior service accessions.

D. Major Force Structure Changes

1. Active Component Structure Changes

In FY 1994 the Marine Corps reached the base force target prescribed by the DoD Bottom Up Review panel. Achieving this threshold effectively ended the Marine Corps' force structure draw down. Future changes to the Active Component structure will be solely indicative of organizational refinements to efficiently match resources and requirements. Anticipated realignments of this nature are described below.

a. Command Element. Changes to the Command Element include the transfer of Unmanned Aerial Vehicle companies (UAV) to the Aviation Combat Element where aviation maintenance and training activities will improve operational readiness. An ongoing initiative to provide combatant commanders with the ability to integrate the unique skills and abilities of each service in a crisis situation is the development of a deployable, standing Joint Task Force (JTF) Headquarters at Camp Lejeune, North Carolina. Structural efficiencies found in reorganizing HQ II MEF and MARFORLANT will provide the structure needed for the core of the JTF staff. Structure additions include Equal Opportunity Advisors on the component staffs and public affairs competency billets at MARFORPAC.

b. Ground Combat Element. In FY 1995, the Marine Corps reduced the number of DRAGON Teams in the infantry battalion from 24 to 12 as the final step in realigning anti-armor assets (TOW and DRAGON) among the infantry regiment, infantry battalion, and tank battalion units. A combat engineer battalion was deactivated on Okinawa. Concurrently, a reinforced combat engineer company was activated within the Combat Assault Battalion on Okinawa. This aligns the level of combat engineer support required by Ground Combat Element units. Planned FY 1996 changes on Okinawa include restructuring of Headquarters and Service Battalion, 3rd Marine Division and Headquarters Battery, 12th Marine Artillery Regiment. Total net reductions of 166 structure spaces.

c. Aviation Combat Element. The modernization of the Aviation Combat Element (ACE) will continue through FY 1996. F/A-18As will be replaced by Night Attack capable F/A-18Cs with an anticipated completion date of FY 98. New procurement of Radar/Night Attack capable AV-8Bs was completed in FY 1995. Remanufacture of older AV-8Bs is currently proceeding as planned (66 of 70 are funded in the FYDP). The Secretary of the Navy directed TACAIR Consolidation Memorandum of Agreement (MOA) affects the F/A-18A/C squadrons, all EA-6B squadrons, and possibly the AV-8B community. The schedule through 1997 commits four F/A-18 squadrons, two each coast, to carrier air wings. One Reserve F/A-18 squadron is available for integration with the Naval Reserve Air Wing. An Electronic Attack (EA-6B) MOA between the Department of the Navy and the Department of the Air Force is in staffing; the MOA will delineate scheduling, logistics, and deployment requirements for the EA-6B as it assumes the entire DoD Electronic Attack mission with the retirement of the EF-111A. Marine Aviation's number one priority remains the V-22 Osprey which achieved a Low Rate Initial Production (LRIP) decision for 33 aircraft within the FYDP. Additionally, Marine Aviation will continue to emphasize funding of the four-bladed AH-1W/four-bladed UH-1N and the continued modernization of Reserve assets (CH-53E & F/A-18C). Relocations due to BRAC will continue through FY 1996. Redistribution of F/A-18 assets will cause one squadron (VMFA-235) to deactivate and one squadron (VMFA-212) to relocate to Iwakuni, Japan in September 96.

d. Combat Service Support. In FY 1995, Marine Corps Medical Battalions reorganized to enhance their mobility to allow them to keep pace with modern ground combat elements. The new organization focuses on emergency care and evaluation, and facilitates rapid return to duty or evacuation to a more stable and complete medical treatment facility. In FY 1997, combat service support forces for 3rd Force Service Support Group in Okinawa will be reduced by a total of 1086 officer and enlisted billets. The reductions are part of a Marine Corps effort to increase Fleet Marine Force manning levels by seeking structural efficiencies. No other organizational changes are anticipated.

2. Reserve Structure Changes

During FY 1996, a Zero Based Review (ZBR) of IMA requirements will be conducted by this headquarters and the operational sponsors. The ZBR will focus on restating/revalidating billet requirements, integration of IMA requirements on active component T/Os, and an analysis of drill requirements for each approved billet. IMA manning levels, shown in Tables VI-2, VI-2A, and VI-2B, have been affected as some hiring decisions are pending the completion of the ZBR.

The Selected Marine Corps Reserve (SMCR) FY 1997 programmed end strength is 42,000. This represents a reduction of 274 reservists from the FY 1996 authorization. Due to the continued impact of BRAC 93 and 95, and higher than anticipated prior service attrition, however, attaining an end strength of 42,000 will prove nothing short of challenging. Proper management of accessions and attrition should enable us to grow to our FY 1997 authorization of 42,000.

The Selected Marine Corps Reserve will continue to be maintained at a high level of readiness, ensuring rapid mobilization of a capable force.

3. Manpower Requirement

Marine Corps Active Manpower Requirement (Strength in Thousands)

	<u>ACTUAL</u> <u>FY 95</u>	<u>BUDGETED</u> <u>FY 96</u>	<u>FY 97</u>
Strategic Forces	*	*	*
General Purpose Forces	120.6	120.0	119.0
Intelligence & Communications	0.7	0.9	0.9
General Research & Development	0.8	0.9	0.9
Other Defense-Wide Missions	0.1	0.1	0.1
Logistics Support	2.2	2.2	2.0
Personnel Support	47.2	46.5	47.8
Other Centralized Support	3.0	3.4	3.3
Total in the Budget	174.6	174.0	174.0

Note: Details may not sum to totals due to rounding.

*Less than 50

Selected Marine Corps Reserve Manpower Requirement (Strength in Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
General Purpose Forces	37.2	38.1	37.7
Personnel Support	3.6	3.5	3.6
Other Centralized Support	0.7	0.7	0.7
Total in the Budget	40.9	42.3	42.0

TABLE VI-1
ACTIVE MARINE CORPS PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(in thousands)

TOTAL AC MILITARY	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	123.3	120.6	135.0	120.0	89	134.2	120.0	88
Strategic Forces	*	*	*	*	98	*	*	98
Strategic Offense	0	0	0	0	0	0	0	0
Strategic Defense	*	*	*	*	100	*	*	100
Strategic C ₃	*	*	*	*	86	*	*	88
Industrial & Stock Fund Spt	0	0	0	0	0	0	0	0
General Purpose Forces	123.2	120.6	135.0	120.0	89	134.2	120.0	88
Land Forces	92.5	90.3	101.2	92.5	90	100.5	92.5	91
Tactical Air Forces	26.3	25.8	29.0	23.2	88	29.0	23.1	88
Naval Forces	4.4	4.4	4.7	4.0	85	4.7	4.0	85
Mobility Forces	*	*	*	*	100	*	*	100
Special Operations Forces	*	*	*	*	100	*	*	100
General Purpose Support	*	*	*	*	100	*	*	100
Theater Missile Defense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defense-Wide Missions	1.9	1.7	1.9	1.9	100	1.9	1.9	100
Intelligence & Communications	0.9	0.7	0.9	0.9	100	0.9	0.9	100
Intelligence	0.8	0.6	0.8	0.8	100	0.8	0.8	100
Communications	0.1	*	0.1	0.1	100	0.1	0.1	100
General Research & Development	0.9	0.8	0.9	0.9	100	0.9	0.9	100
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Undist Development Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RDT&E Management & Support	0.9	0.8	0.9	0.9	100	0.9	0.9	100
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Geophysical Sciences	*	*	*	*	100	*	*	100
Space Launch Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nuclear Weapons Support	*	*	*	*	100	*	*	100
International Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Defense-Wide Support Missions	48.8	52.4	51.7	52.0	98	53.3	52.0	99
Logistics Support	1.6	2.2	2.3	2.2	95	2.3	2.0	87
Supply Operations	0.3	0.2	0.3	0.3	99	0.3	0.3	99
Maintenance Operations	0.2	0.1	0.2	0.2	82	0.2	0.2	82
Other Logistics Support	1.1	1.8	1.9	1.8	96	1.9	1.8	96
Personnel Support	44.1	47.2	45.9	45.4	99	47.8	46.8	99
Personnel Acquisition	4.1	4.6	4.0	4.0	99	4.0	4.0	99
Training	33.0	33.1	34.8	34.4	99	34.3	33.9	99
Medical	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Individuals	4.2	6.7	4.3	4.3	N/A	6.2	6.2	N/A
Federal Agency Support	1.5	1.5	1.5	1.5	100	1.5	1.5	100
Other Personnel Support	1.3	1.4	1.2	1.2	96	1.3	1.2	96
Other Centralized Support	3.1	3.0	3.4	3.4	99	3.3	3.3	99
Departmental Headquarters	3.1	3.0	3.4	3.4	99	3.3	3.3	99
Retired Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total End Strength in Budget	174.0	174.6	188.6	174.0	92	187.5	174.0	90

Note: Details may not sum to totals due to rounding.

*Less than 50

TABLE VI-1A
ACTIVE MARINE CORPS PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(in thousands)

AC OFFICERS	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	11.0	10.3	11.8	10.1	86	11.6	10.2	88
Strategic Forces	*	*	*	*	100	*	*	100
Strategic Offense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strategic Defense	*	*	*	*	100	*	*	100
Strategic C ³	*	*	*	*	100	*	*	100
Industrial & Stock Fund Spt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
General Purpose Forces	11.0	10.3	11.8	10.1	86	11.6	10.2	88
Land Forces	8.0	7.4	8.6	7.4	89	8.5	7.5	89
Tactical Air Forces	2.6	2.6	2.8	2.2	86	2.7	2.2	86
Naval Forces	0.4	0.4	0.4	0.4	95	0.4	0.4	95
Mobility Forces	*	*	*	*	100	*	*	100
Special Operations Forces	*	*	*	*	100	*	*	100
General Purpose Support	*	*	*	*	100	*	*	100
Theater Missile Defense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defense-Wide Missions	0.7	0.6	0.7	0.7	100	0.7	0.7	100
Intelligence & Communications	0.2	0.2	0.2	0.2	99	0.2	0.2	99
Intelligence	0.1	0.1	0.1	0.1	99	0.1	0.1	99
Communications	*	*	*	*	100	*	*	100
General Research & Development	0.4	0.4	0.4	0.4	100	0.4	0.4	100
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Undist Development Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RDT&E Management & Support	0.4	0.4	0.4	0.4	100	0.4	0.4	100
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Geophysical Sciences	*	*	*	*	100	*	*	100
Space Launch Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nuclear Weapons Support	*	*	*	*	100	*	*	100
International Support	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Defense-Wide Support Missions	6.1	6.9	6.9	6.8	98	6.9	6.8	98
Logistics Support	0.3	0.3	0.4	0.4	98	0.4	0.4	98
Supply Operations	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Maintenance Operations	*	*	*	*	100	*	*	100
Other Logistics Support	0.2	0.2	0.3	0.3	97	0.3	0.3	97
Personnel Support	4.6	5.4	5.3	5.2	98	5.3	5.2	98
Personnel Acquisition	0.5	0.5	0.5	0.5	97	0.5	0.5	97
Training	4.1	4.2	4.2	4.1	99	4.2	4.1	99
Medical	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Individuals	-0.1	0.5	0.5	0.5	N/A	0.5	0.5	N/A
Federal Agency Support	*	*	0.1	0.1	100	0.1	0.1	100
Other Personnel Support	0.1	0.1	0.1	0.1	99	0.1	0.1	99
Other Centralized Support	1.2	1.2	1.3	1.2	97	1.2	1.2	97
Departmental Headquarters	1.2	1.2	1.3	1.2	97	1.2	1.2	97
Retired Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total End Strength in Budget	17.9	17.8	19.0	18.0	94	19.7	18.0	91

Note: Details may not sum to totals due to rounding.

*Less than 50

TABLE VI-1B
ACTIVE MARINE CORPS PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING, AND END STRENGTH
(in thousands)

AC ENLISTED	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions	112.3	110.3	123.0	110.0	90	122.4	109.0	89
Strategic Forces	*	*	*	*	92	*	*	92
Strategic Offense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strategic Defense	*	*	*	*	100	*	*	100
Strategic C ³	*	*	*	*	50	*	*	50
Industrial & Stock Fund Spt	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
General Purpose Forces	112.3	110.3	123.0	110.0	90	122.4	109.0	88
Land Forces	84.6	83.0	92.6	85.1	91	92.0	84.1	91
Tactical Air Forces	23.7	23.3	23.5	21.0	89	23.3	20.1	87
Naval Forces	4.0	4.0	4.1	3.7	89	4.1	3.6	88
Mobility Forces	*	*	*	*	100	*	*	100
Special Operations Forces	*	*	*	*	100	*	*	100
General Purpose Support	*	*	*	*	100	*	*	100
Theater Missile Defense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Counter Drug Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defense-Wide Missions	1.2	1.1	1.2	1.2	100	1.2	1.2	100
Intelligence & Communications	0.7	0.7	0.7	0.7	100	0.7	0.7	100
Intelligence	0.7	0.5	0.7	0.7	100	0.7	0.7	100
Communications	*	*	*	*	100	*	*	100
General Research & Development	0.4	0.5	0.5	0.5	100	0.5	0.5	95
Science & Technology Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Undist Development Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
RDTE Management & Support	0.4	0.5	0.5	0.4	100	0.5	0.5	95
Other Defense-Wide Missions	*	*	*	*	100	*	*	100
Geophysical Sciences	*	*	*	*	100	*	*	100
Space Launch Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
International Support	*	*	*	*	100	*	*	100
Defense-Wide Support Missions	42.7	45.6	44.6	44.0	99	46.0	45.3	93
Logistics Support	1.3	1.8	2.0	1.9	94	2.0	1.9	91
Supply Operations	0.2	0.1	0.2	0.2	98	0.2	0.2	98
Maintenance Operations	0.1	0.1	0.2	0.1	81	0.2	0.1	82
Other Logistics Support	0.9	1.5	1.6	1.5	96	1.6	1.5	92
Personnel Support	39.5	41.9	40.6	40.2	99	47.4	41.6	93
Personnel Acquisition	3.6	4.1	3.5	3.5	100	3.5	3.5	99
Training	28.9	28.9	30.7	30.3	99	30.2	29.8	90
Medical	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Individuals	4.3	6.3	3.8	3.8	N/A	5.7	5.7	N/A
Federal Agency Support	1.5	1.4	1.5	1.5	100	1.5	1.5	100
Other Personnel Support	1.1	1.2	1.2	1.1	96	1.2	1.1	96
Other Centralized Support	1.9	1.9	2.0	1.9	94	2.0	1.9	91
Departmental Headquarters	1.9	1.9	2.0	1.9	94	2.0	1.9	91
Retired Pay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total End Strength in Budget	156.1	156.8	170.1	156.0	91	169.7	156.0	91

Note: Details may not sum to totals due to rounding.

*Less than 50

End Strength Summary
(End Strength in Thousands)

	Actual FY 1995	Budgeted FY 1996	FY 1997
Total AC Military			
<u>End Strength in Units</u>	<u>145.8</u>	<u>146.4</u>	<u>145.1</u>
<u>Undistributed</u>	<u>0.0</u>	<u>-2.0</u>	<u>-0.4</u>
<u>Individuals</u>	<u>28.8</u>	<u>29.6</u>	<u>29.3</u>
Transients	5.0	5.1	5.3
PPH	1.8	1.0	1.0
Trainees & Students	22.0	23.5	23.0
Cadets & Midshipmen	*	*	*
<u>Total End Strength</u>	<u>174.6</u>	<u>174.0</u>	<u>174.0</u>

Note: Details may not sum to totals due to rounding.

*Less than 50

End Strength Summary
(End Strength in Thousands)

	Actual FY 1995	Budgeted FY 1996	FY 1997
Officers			
<u>End Strength in Units</u>	<u>14.6</u>	<u>15.4</u>	<u>14.9</u>
<u>Undistributed</u>	<u>0.0</u>	<u>-0.7</u>	<u>-0.1</u>
<u>Individuals</u>	<u>3.2</u>	<u>3.2</u>	<u>3.2</u>
Transients	0.4	0.5	0.5
PPH	*	*	*
Trainees & Students	2.8	2.7	2.7
Cadets & Midshipmen	0.0	0.0	0.0
<u>Total End Strength</u>	<u>17.8</u>	<u>17.9</u>	<u>18.0</u>

Note: Details may not sum to totals due to rounding.

*Less than 50

End Strength Summary
(End Strength in Thousands)

	Actual FY 1995	Budgeted FY 1996	FY 1997
Enlisted			
<u>End Strength in Units</u>	<u>131.5</u>	<u>131.7</u>	<u>129.4</u>
<u>Undistributed</u>	<u>0.0</u>	<u>-1.3</u>	<u>0.5</u>
<u>Individuals</u>	<u>25.3</u>	<u>25.7</u>	<u>26.1</u>
Transients	4.5	4.7	4.8
PPH	1.7	1.0	1.0
Trainees & Students	19.1	20.8	20.3
Cadets & Midshipmen	*	*	*
<u>Total End Strength</u>	<u>156.8</u>	<u>156.1</u>	<u>156.0</u>

Note: Details may not sum to totals due to rounding.

*Less than 50

TABLE VI-2
MARINE CORPS SELECTED RESERVE PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(in thousands)

TOTAL USMCR MILITARY	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions								
General Purpose Forces	37.4	37.2	39.2	38.1	97.2	39.2	37.7	96.2
Land Forces	32.0	31.9	31.0	32.0	99.4	32.2	31.7	98.4
Tactical Air Forces	5.4	5.3	9.0	6.1	87.7	7.0	6.0	85.7
Defense-Wide Support Missions								
Personnel Support	2.9	3.0	3.6	3.5	100	3.6	3.6	100
Personnel Acquisition	0.2	0.2	0.2	0.2	100	0.2	0.2	100
Military Personnel Training Individuals	2.7	2.5	3.0	2.9	100	3.0	3.0	100
		0.3		0.4			0.4	
Other Centralized Support								
Departmental Headquarters	0.7	0.7	0.7	0.7	100	0.7	0.7	100
Total Programmed Manning	41.0		44.3	42.3	97.2	43.5	42.0	96.6
END STRENGTH IN THE BUDGET		40.9		42.3			42.0	

Note: Details may not sum to totals due to rounding.

TABLE VI-2A
MARINE CORPS SELECTED RESERVE PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(in thousands)

USMCR OFFICERS	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	AUTH	INV	REQT	AUTH	% MNG	REQT	AUTH	% MNG
Major Force Missions								
General Purpose Forces	4.3	4.3	4.3	4.3	100	4.5	4.5	100
Land Forces	3.5	3.5	3.4	3.4	100	3.6	3.6	100
Tactical Air Forces	0.8	0.8	0.9	0.9	100	0.9	0.9	100
Defense-Wide Support Missions								
Personnel Support	*	0.1	0.1	0.1	100	0.1	0.1	100
Personnel Acquisition	*	0.1	0.1	0.1	100	0.1	0.1	100
Military Personnel Training Individuals	*	*	*	*	100	*	*	100
Other Centralized Support								
Departmental Headquarters	0.2	0.2	0.2	0.2	100	0.2	0.2	100
Total Programmed Manning	4.6	4.6	4.6	4.6	100	4.8	4.8	100
END STRENGTH IN THE BUDGET		4.6		4.3			4.5	

Note: Details may not sum to totals due to rounding.

* Less than 50 Marines.

TABLE VI-2B
MARINE CORPS SELECTED RESERVE PROGRAMMED MANPOWER STRUCTURE,
PROGRAMMED MANNING AND END STRENGTH
(in thousands)

USMCR ENLISTED	FY 1995		FY 1996			FY 1997		
<u>DEFENSE MISSION CATEGORIES</u>	<u>AUTH</u>	<u>INV</u>	<u>REQT</u>	<u>AUTH</u>	<u>% MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>% MNG</u>
<u>Major Force Missions</u>								
<u>General Purpose Forces</u>	<u>33.1</u>	<u>32.9</u>	<u>34.9</u>	<u>33.8</u>	<u>96.8</u>	<u>34.7</u>	<u>33.2</u>	<u>95.7</u>
Land Forces	28.5	28.4	28.8	28.6	99.3	28.6	28.1	98.3
Tactical Air Forces	4.6	4.5	6.1	5.2	85.2	6.1	5.1	83.6
<u>Defense-Wide Support Missions</u>								
<u>Personnel Support</u>	<u>3.5</u>	<u>2.9</u>	<u>3.4</u>	<u>3.4</u>	<u>100</u>	<u>3.5</u>	<u>3.5</u>	<u>100</u>
Personnel Acquisition	0.1	0.1	0.1	0.1	100	0.1	0.1	100
Military Personnel Training	2.7	2.5	2.9	2.9	100	3.0	3.0	100
Individuals		0.3		0.4			0.4	
<u>Other Centralized Support</u>								
<u>Departmental Headquarters</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>100</u>	<u>0.5</u>	<u>0.5</u>	<u>100</u>
<u>Total Programmed Manning</u>	<u>37.1</u>	<u>36.3</u>	<u>48.8</u>	<u>37.7</u>	<u>97.3</u>	<u>38.7</u>	<u>37.2</u>	<u>96.1</u>
<u>END STRENGTH IN THE BUDGET</u>		<u>36.3</u>		<u>38.0</u>			<u>37.5</u>	

Note: Details may not sum to totals due to rounding.

TABLE VI-3

MARINE CORPS CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL	BUDGET 1/		FY 95-97 WY CHANGE	
	FY95	FY96	FY97	NO.	%
	WY	WY	WY		
MAJOR FORCE	9,349	9,727	9,763	414	4%
General Purpose Forces	9,349	9,727	9,763	414	4%
Land	9,349	9,727	9,763	414	4%
Counter Drug Support	0	0	0	0	0%
DEFENSE-WIDE	0	0	0	0	0%
Intell/Comm	0	0	0	0	0%
Intelligence	0	0	0	0	0%
Communications	0	0	0	0	0%
Research & Development	0	0	0	0	0%
Science & Technology	0	0	0	0	0%
Undistributed	0	0	0	0	0%
Management & Support	0	0	0	0	0%
Other Defense-Wide Missions	0	0	0	0	0%
Geophysical Sciences	0	0	0	0	0%
Space Launch Support	0	0	0	0	0%
Nuclear Weapons	0	0	0	0	0%
International	0	0	0	0	0%
				0	0%
DEFENSE-WIDE SUPPORT	6,627	6,878	6,886	259	4%
Logistics	2,557	2,688	2,679	122	5%
Supply Operations	0	0	0	0	0%
Maintenance	0	0	0	0	0%
Other Logistics	2,557	2,688	2,679	122	0%
Personnel	2,794	2,854	2,857	63	2%
Acquisition	236	209	185	-51	-22%
Training	1,930	2,054	2,079	149	8%
Medical	0	0	0	0	0%
Other Personnel	628	591	593	-35	-6%
Other Centralized Support	1,276	1,336	1,350	74	6%
Departmental Headquarters	1,276	1,336	1,350	74	6%
GRAND TOTAL	15,976	16,605	16,649	673	4%
Direct	13,140	13,781	13,825	685	5%
Indirect	2,836	2,824	2,824	-12	0%

1/ As reflected in FY 97 Presidents Budget.

E. Key Manpower Issues

1. Redefining the Force

The Congressionally mandated force reductions of the early 90's decreased Marine Corps force levels by about 20,000 Marines. This smaller, leaner inventory has necessitated the Marine Corps to focus the force structure on future capabilities, while retaining the ability to promptly respond to current operations. In this regard, it had become necessary to not only decrease numbers of Marines -- a mission completed in September of 1994, but to properly align grade and skill requirements; producing a smaller, but more capable force.

Toward these efforts, Congressionally authorized draw down and force shaping tools enabling the Marine Corps to maintain a high level of readiness and move toward a proper mix of grade and skill inventories. Additionally, the Marine Corps has concentrated on improving career force management practices to ensure retention of only the best qualified Marines. These actions have helped preserve an experience base and provided continuity across the broad spectrum of occupational specialties. While most of these benefits have been realized through increased personnel efficiencies, some of the force shaping efforts have required the judicious application of scarce financial resources.

Officer Force Management

In FY 1995, officer end strength stabilized at a steady state of 17,978. This reflects the total active-duty officer requirement for our 174,000 active-duty Marine force. In terms of officer end strength, the Marine Corps anticipates no difficulties in sustaining this authorized level. Accordingly, the Marine Corps has discontinued the use of Congressionally authorized force reduction tools such as Voluntary Separation Incentive (VSI), Selective Separation Benefit (SSB), and Temporary Early Retirement Authority (TERA) for officers. Officer Force Management priority has shifted to balancing a smaller Officer Corps by grade and skill. Most pressing issues are the DOPMA Permanent Grade Relief, continued full funding of aviator incentives, and general officer authorization parity.

Enlisted Force Management

Having achieved the prescribed base force level at the end of FY 1994, the Marine Corps has shifted focus from meeting end strength goals to satisfying the grade and skill requirements of the force; relying heavily on the Enlisted Career Force Controls (ECFC) Program to manage imbalances. In 1995, the Enlisted Grade Structure Review (EGSR) was completed, providing a comprehensive top-to-bottom matching of requirements with force structure and authorized enlisted grade levels. Dovetailing with the ECFC and the EGSR, the Marine Corps has established an accession strategy that will sustain the enlisted force from accession through return to civilian life.

Civilian Work Force

Civilian employees are an integral part of the Marine Corps Total Force. The Marine Corps has been downsizing its civilian component since FY 1990. Were it not for marginal increases in programs to satisfy emerging Quality of Life and Environmental requirements, the civilian

reductions would exceed 20 percent. This significant loss of resources without a commensurate loss of functions has proven to be a considerable challenge to Marine Corps base and station commanders.

Recruiting

Before leveling off to steady state recruiting in FY 1998, the Army, Navy, and Air Force will notch up their recruiting missions in both FY 1996 and FY 1997. These years present the Marine Corps recruiting program with a critical test. Conditions suggest that Marine Corps recruiters will face many of the same challenges experienced in recent years, only to a greater extent.

As recruiting quotas rebound from the artificially low levels resulting from downsizing, the recruitable population also begins to grow back. Near-term recruiting quotas, however, rise at a much faster rate. A growing number of young American men between 16 and 21 do not consider the military service an option. DoD's survey results of youth attitudes towards military service have proven to be a strong indicator of the recruiting climate. Four years ago, one in three young men showed at least some military interest. Today, it's one in four -- an 8 percent drop and significantly below Cold War levels. Moreover, there is no evidence that this trend has bottomed out. It must be assumed that lower levels of propensity may be around for some time to come.

Recruiting will remain tough, and get tougher -- demographics dictate this reality. Marine Corps recruiters are in an uphill fight to meet the tremendous accession goals placed on them to sustain the force. They are required to do this in a very tight recruiting market. The Marine Corps believes that there are still bright, patriotic young Americans who will respond to the call for selfless service to their country, however, finding them has become more difficult. With needed support, adequate resources and flexibility to use them, the Marine Corps will overcome the difficulties and meet its quality accession goals.

2. Quality of Life (QOL) Initiatives

Readiness and operational responsiveness remain the Marine Corps' number one priority. Quality of life is unquestionably a component of this readiness equation. The Marine Corps spends 71 cents out of every dollar on people. Clearly, people are the Marine Corps' most important resource, and it is recognized that a Marine's quality of life impacts both directly and indirectly on readiness.

The Marine Corps will concentrate efforts on improving QOL in the following areas: compensation; bachelor quarters; family housing, service member, community, and family support services; and morale, welfare, and recreation. Nevertheless, in the drive to improve quality of life the Marine Corps will not lose sight of our expeditionary nature or our commitment to war fighting capabilities and requirements.

Quality of Life Environment

At every level of the Marine Corps programming and budgeting process, QOL initiatives compete on an equal footing with other researching decisions. In both last year's and this year's budget, the Marine Corps included funding above historic levels that address many QOL initiatives including: construction of four new BEQs each year; continued construction and repair of family housing units; BEQ maintenance; BEQ furnishings; and

new equipment for individual Marines. Congress last year was instrumental in providing much needed assistance in the form of additional financing in all these important areas.

A Marines' QOL needs have been translated into program goals designed to: eliminate the backlog of maintenance and repair in the barracks; continue modernization initiatives; the whole room furnishings program - the reduction of the furniture replacement cycle to the DoD standard of seven years; and building new barracks to reduce our deficit of adequate billeting space. Equally, the Marine Corps is working hard to ensure the proper quality of life balance between our single Marines and those with families is achieved.

QOL Initiatives

Progress has been made within the DoN including: the establishment of a QOL Master Plan; the planned adoption of common standards and metrics for measuring quality of life program success; and the integration of SECNAV/CMC/CNO initiatives through the programming and budgeting cycle.

The Marine Corps has a parallel interest with the Marsh Panel in improving bachelor housing. QOL program additions include \$15 million for repair and maintenance of barracks and \$12 million in military construction in FY 1997. While still below FY1996 funding levels, these additions allow us in FY 1997 to apply in excess of \$50 million to barracks repair and \$22 million to building approximately 680 new BEQ spaces for permanent personnel, and \$18 million for 1,040 spaces for trainees. Also, as a result of the Marsh Panel and its efforts to close the gap between BAQ allowances and out-of-pocket expenses, our Marines are spending less of their own money for off-base housing.

QOL has improved in real terms for Marines, and the Marine Corps remains committed to securing additional funding for further quality of life improvements. However, this ambition must be tempered with the fact that the Marine Corps cannot afford to realign resources at the expense of overall operational readiness. Our QOL strategic vision is echoed by the Secretary of the Navy and reiterated in the recommendations of the Marsh Panel.

3. Managing Diversity

The social challenges of the future will not differ significantly from those of the past. Heightened awareness in issues of equal opportunity, gender parity, and sexual harassment have accentuated the need for reexamining Marine Corps programs and policies. The Commandant is committed to providing all Marines the opportunity to realize their full potential in an environment free from discrimination of any kind.

Initial efforts at attracting greater numbers of minorities into Marine Corps officer ranks and expanding opportunities for women and minorities have met with success. In FY 1995, an increase minority officer representation at every officer grade was realized. Concurrently, the Marine Corps has successfully accessed more female Marines -- both officer and enlisted. Progress proceeds at a measured pace, however, because of the underlying strategy to gradually implement change. The Marine Corps' long term goal is to continue developing education programs which stress the importance of diversity. Great strides toward achieving the latter was accomplished with the introduction of our "Team Marine" program, which institutionalizes diversity training throughout the Corps.

The Marine Corps has worked equally hard on developing racial and gender force diversity accession and distribution plans that provide equal opportunity for women and minorities.

Progress in further diversifying the Corps so that it accurately reflects society at-large is on track; the Marine Corps is firmly committed to this goal, especially in the officer corps. The Marine Corps will aggressively recruit qualified minorities and women into our ranks, and ensure every Marine is treated with the dignity and respect they deserve. They will be judged on their character and performance, not by race or gender.

4. DOPMA Grade Table Relief

Enacted in 1981, the DOPMA tables were constructed using requirements and retention rates experienced at that time. The DOPMA tables fail to account for subsequent force structure changes and increased field grade officer requirements incurred as a result of Congressional legislation such as the Goldwater-Nichols Defense Reorganization Act (1986) and the Defense Acquisition Workforce Improvement Act (DAWIA) (1990).

These significant changes render the permanent tables totally inadequate to meet national defense and Service needs. As a result, increases to promotion timing and a continued disparity between authorizations and requirements still result. The 103rd Congress wisely granted the Marine Corps temporary grade table relief through FY 1997. Unfortunately, this temporary relief does not allow the Marine Corps to forecast future requirements and fund various manpower programs.

Assignments to joint billets, augmentation, accession and training plans, promotion plans, and funding for these programs or requirements are all affected by changes in field grade authorizations. Accordingly, permanent grade table relief is needed to eliminate the uncertainty associated with temporary increases in field grade authorizations.

5. Overseas Presence

Effective 30 September 1996, FY 1995 DoD Authorization Act overseas troop strength (OTS) ceilings increase from 178,000 to 203,000. The breakout by geographic CINC is as follows:

<u>GEOGRAPHIC CINC</u>	<u>OTS CEILING¹</u>	<u>USMC OTS CEILING¹</u>
USEUCOM	109,500	10,000 ²
USPACOM	78,000	17,500
USSOUTHCOM	7,300	230
USACOM	5,400	500
USCENTCOM	2,800	190

¹Ceilings do not include afloat, TDY or rotational forces.

²Reflects total Navy assigned to USEUCOM. Marine Corps numbers (which are partially made up of 227 Marine Corps embassy guards) are included in the Navy data -- USMC breakout not yet resolved by USEUCOM.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

The Marine Corps' FY 1995 end strength was 174,639. An end-strength request of 174,000 was submitted for FY 1997.

2. Programmed Manpower Structure and Programmed Manning

a. Programmed Manpower Structure, Programmed Manning, and End Strength

Programmed manning decreases are tied to force structure changes, resulting in 90 percent manning of the Active Force Structure. Table VI-1 illustrates the relationship between programmed manpower structure, programmed manning, and end strength, by officer, enlisted, and total manpower categories.

b. Readiness Assessment

Readiness considerations remain a top priority for the Marine Corps. We continually strive to achieve 90 percent manning of our wartime structure, as prescribed by the Defense Planning Guidance.

Critical skills will be preserved throughout the force by judiciously using Selective Reenlistment Bonuses (SRBs) and appropriately conceived retention policies.

Training and education remain among the Marine Corps' highest priorities. All recruits will continue to undergo rigorous field training upon entry into the Marine Corps. This emphasis on up front training ensures that Marines arrive at their initial duty stations fully trained and ready to deploy. Follow-on training and continuing professional military education hone warrior skills and enhance the Marine Corps' readiness posture.

B. Reserve Component Military Manpower

The mission of the Marine Corps Reserve is to provide trained and qualified units and individuals for active duty in time of war, national emergency, and other such times as national security may require. The Reserve Component is comprised of three entities: the Ready Reserve, the Standby Reserve, and the Retired Reserve. Among these, the Ready Reserve, consisting of the Selected Marine Corps Reserve and the Individual Ready Reserve, is the primary source of mobilization manpower.

1. Ready Reserve

a. General

The Ready Reserve consists of two categories, the Selected Marine Corps Reserve (SMCR) and the Individual Ready Reserve (IRR). Both fall under the authority of the Commander, Marine Forces Reserve (COMMARFORRES). The principal components of MARFORRES are a Division, an Aircraft Wing, a Force Service Support Group, two Marine Expeditionary Force Augmentation Command Elements, and a Reserve Support Command.

b. Selected Marine Corps Reserve (SMCR)

Reorganization of the SMCR throughout the FYDP will emphasize its role in augmenting and reinforcing the Active Component. More Selected Reserve units will be devoted to meeting Active Component shortfalls. The Reserve is being equipped with the same weapons and systems as the Active Component.

(1) Programmed Manpower Structure, Programmed Manning, and End Strength

(a) Programmed Manpower Structure and Programmed Manning. Table VI-2 illustrates the relationship between the programmed manpower structure and programmed manning.

(b) Trained in Unit Strength. The following reflects trained in unit strength for the Selected Marine Corps Reserve:

SELECTED MARINE CORPS RESERVE TRAINED IN UNIT STRENGTH
(in Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
End Strength	40.9	42.3	42.0
-Training Pipeline	2.7	3.1	3.2
-IMAs	2.4	2.1	2.4
Operating Strength	35.8	37.1	36.4
-Non-Unit Personnel	0.5	0.6	0.6
+Unit AC Personnel	4.2	5.0	5.0
Trained Unit Strength	39.5	41.5	40.8
Structure Requirement (Wartime)	41.5	41.6	41.3
-Non-Unit Structure	-2.4	-2.1	-2.4
Wartime Unit Structure	39.1	39.5	38.9
% Trained in Units	101.0%	105.1%	104.9%

NOTE: Structure requirement (wartime) and wartime unit structure numbers include Active Component structure in the tactical air forces.

(2) Selected Reserve Readiness Assessment

Personnel readiness remained high in FY 1995. Percentage trained in unit strength was consistently above 90 percent of war time requirements. Recruitment of non-prior service to specific skill requirements by unit has maintained personnel readiness.

The Base Closure and Realignment Commission (BRAC) results continue to have the greatest impact on readiness for the foreseeable future. BRAC 93 results affected 50 percent of the SMCR aviation through closures, relocations, and realignments. Nineteen separate SMCR units had to "stand down" and "stand up" at new sites during FY 1995. Five receiving sites are outside the reasonable commuting distance (100-150 miles) from the original site. A shortage of BRAC funds have delayed these moves and severely restricted essential infrastructure renovations at all receiving sites. These changes further create

unplanned increases in accession requirements, formal school seat training requirements, transition training and military construction (MILCON/MCNR). BRAC 95 will impact the SMCR more heavily as Air Force/Army Reserve and National Guard sites, installations, and training areas are closed in line with the Bottom-up Review. Roughly 1,000 billets are affected by BRAC 95.

Additionally, higher than anticipated attrition among the prior service population, and rising non-prior service attrition, has raised concern with manpower planners.

SMCR readiness will be degraded. Plans to minimize the readiness impact are being developed, but recruiting and school seat constraints will dictate readiness reconstitution for all relocated units. Maintaining end strength will be a challenge as units close, relocate, and reconstitute from zero to their authorized manning level. Plans have been implemented to reverse the rising attrition problem, both within the non-prior service and prior service ranks. SMCR end strength and the capability to augment and reinforce the Active Component will be affected for the next 3-5 years.

(3) Individual Mobilization Augmentees (IMA)

IMAs are used to provide pre-trained individual reservists which augment the active force for mobilization, contingency operations, or other specified or technical requirements. An increase in the number of IMAs is programmed for FY 1997. The increase will be used to fill identified requirements.

Individual Mobilization Augmentees (In Thousands)

<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
Actual	Goal	Goal
2.4	2.1	2.4

(4) Active Reserve (AR)

Active Reserve personnel contribute to mobilization readiness and accomplishment of the Reserve mission. They are qualified Marine reservists on active duty for periods, generally in excess of three years in support of the Marine Corps Reserve. Their knowledge and effort assist the Active forces administer policies and regulations affecting the Reserve Component, as well as the organization and administration of recruiting, instructing, and/or training the Reserve Component.

Active Reserve Personnel (In Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
	Actual	Goal	Goal
Reserve (AR)	2.3	2.6	2.6
Civilian	0.2	0.2	0.2
Active Duty	<u>4.2</u>	<u>5.0</u>	<u>5.1</u>
Total	6.7	7.8	7.9

c. Individual Ready Reserve (IRR)

The IRR consists of members of the Ready Reserve who have no mandatory training requirement. The IRR provides pre-trained Marines to fill shortfalls in Active Operating Forces and Reserve units, and also provides for the expansion of the supporting base, as necessary, to meet wartime contingency requirements.

Individual Ready Reserve
(In Thousands)

<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
62.7	60.4	59.8

2. Standby Reserve

The Standby Reserve consists of members of the Reserve Component other than those in the Ready Reserve or Retired Reserve. The Standby Reserve provides additional manpower to augment Active and Reserve forces in a national emergency declared by Congress. If mobilized, members in the Standby Reserve would require refresher training.

3. Retirees

The retired military population is composed of those members who have completed 20 or more years of active duty (both Regular and Reserve), Reserve retirees who have completed 20 or more years of qualifying service and are eligible for Reserve retired pay at age 60, and those retired for disability. Mobilization potential excludes those retired for disability.

Retirees (Mobilization Potential)
(in thousands)

	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>
Categories I and II	37.9	37.9	37.9
Category III	63.6	63.6	63.6

4. Marine Corps Reserve Personnel on Active Duty for Training in Excess of 179 Days (ADSW)

In addition to those undergoing initial skills training, the Marine Corps had nineteen (19) Reserve personnel on active duty for training in excess of 179 days in FY 1995. These were approved for continued service beyond 179 days based on consideration of the duty they were performing in support of the USMC/USMCR. None are programmed for FY 1996 through FY 1997.

C. Civilian Manpower

Marine Corps military and civilian manpower resources are integrated to maximize efficiency and avoid unnecessary duplication of effort. Civilian personnel are used to meet supporting activity requirements to the maximum extent possible, freeing Marines to man the operational forces, thereby contributing to overall effectiveness. This method of manpower resource allocation also enhances training, readiness, and sustainability. It ensures operational continuity and provides specialized experience not otherwise available in the military structure. Marine Corps civilian personnel serve in a variety of functional areas including professional, technical, trade and administrative activities. The Marine Corps manpower request for FY 1997 includes 16,649 civilian workyears.

MARINE CORPS CIVILIAN PROGRAMMED MANPOWER

(Direct and Indirect Hire End Strength in Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>GENERAL PURPOSE FORCES</u>	<u>9.3</u>	<u>9.7</u>	<u>9.8</u>
Land Forces	9.3	9.7	9.8
Naval Forces	*	*	*
Mobility Forces	*	*	*
Counter Drug Support	*	*	*
<u>LOGISTICS SUPPORT</u>	<u>2.6</u>	<u>2.8</u>	<u>2.7</u>
Supply Operations	0.1	0.1	0.1
Maintenance Operations	0.0	0.0	0.0
Other Logistics Support	2.5	2.6	2.7
<u>PERSONNEL SUPPORT</u>	<u>2.8</u>	<u>2.9</u>	<u>2.9</u>
Personnel Acquisition	0.2	0.2	0.2
Training	1.9	2.1	2.1
Other Personnel Support	0.6	0.6	0.6
<u>OTHER CENTRALIZED SUPPORT</u>	<u>1.3</u>	<u>1.3</u>	<u>1.4</u>
Departmental Headquarters	1.3	1.3	1.4
<u>END STRENGTH IN THE BUDGET</u>	<u>16.0</u>	<u>16.6</u>	<u>16.6</u>

* Less than 50

Note: Details may not sum to totals due to rounding.

3. Civilian Manpower Management

Centralized management efficiencies such as the DMRR are complemented by the efforts of base, depot, and air station commanders. The commanders are free, to determine the skill/grade mix of civilians needed to meet mission requirements within the Full Time Equivalent (FTE) budget constraints.

D. Manpower Management Improvements

1. Voluntary Separation Incentive (VSI)/Special Separation Benefit (SSB) Program

During FY 1994, the Marine Corps utilized the VSI/SSB program to remedy grade and skill imbalances in the force. It had the additional benefit of improving promotion flows. Participation in this program was voluntary and provided a choice of financial incentives to selected quality career Marines who may have been affected by downsizing and restructuring decisions.

In FY 1994, 207 officers and 559 enlisted Marines utilized this program. VSI/SSB was not used during FY 1995 because the Marine Corps achieved its force reduction goals during FY 1994. The Marine Corps has no plans to utilize VSI/SSB in FY 1996.

2. Temporary Early Retirement Authority (TERA)

In FY 1994, 61 officers with 15 to 19 years of active service volunteered for early retirement. Officers who availed themselves of this opportunity were warrant officers, captains, and majors in over-strength skills or majors who had failed selection to lieutenant colonel at least once. The Marine Corps does not intend to use the temporary early retirement authority in FY 1997 since the force reduction is complete.

3. Management Information

In November 1994, the Marine Corps completed the integration of the Reserve Manpower Management and Pay System (REMMPS) with the Joint Uniform Military Pay System/Manpower Management System (JUMPS/MMS). The system is now known as the Marine Corps Total Force System (MCTFS). It also includes Retiree Personnel Management information. It enhances the overall readiness of the Marine Corps by eliminating the requirement to transfer personnel and pay data when reservists or retirees are recalled to active duty.

The Marine Corps implemented a new Table of Manpower Requirements (T/MR) system during 1992. The T/MR supports the development, validation, and publication of Marine Corps Tables of Organization (T/O). Although a T/MR system has existed since the mid 1970s, the new system will provide planners with capabilities such as on-line development and staffing of T/O change requests that were previously unavailable. The system stores and maintains the Marine Corps Regular and Reserve T/Os and develops a target force.

Integrated within the T/MR software system are the major mechanisms of the Manning Level Process (MLP) and Total Force Planning Model (TFPM). The MLP translates budgeted end strength into authorized billets by grade, Military Occupational Specialty (MOS), and Monitored Command Code (MCC), in a report called the Authorized Strength Report (ASR). The TFPM provides the automated capability to allocate authorized end strength among user-defined Billet MOSs, non-primary MOSs, and the overhead account ensuring that the Manpower Planning Process adheres to end strength, MOS, and grade constraints. The T/MR system enhances the manpower process by identifying inconsistencies and facilitating tracking methods.

Development of the Enlisted Planning System (EPS) was begun in 1985. The system was delivered during September 1994. EPS is a set of manpower management tools designed to assist enlisted planners develop thoroughly integrated manpower plans. It will enhance the Marine Corps' ability to plan accessions and training, shape the force, and manage enlisted end strength.

The Reserve EPS was begun in FY 1996. The system will mirror the EPS currently in use in MPP, to the greatest extent possible. This will provide automated tools for Reserve planners to assist in determining end strength, accession planning, promotion allocations, and bonus usage. Completion of the entire system is expected during FY 1998, however, segments will be provided for use as completed.

The Marine Corps continues with the Total Force Manpower Process Modernization (TFMPM) project. The purpose of the project is twofold: to convert existing software models used in the assignment process to current form, eliminating the requirement to run these models on antiquated hardware systems; and to research the feasibility of using these models to support the Reserve Component. Many of the models are being updated to accommodate a wider range of variables and we are investigating the possibility of integrating the models we currently use. These conversions will ensure the viability of the models well into the 21st century.

4. Increase in Accompanied Billets

a. The Marine Corps has a ceiling of 3,700 accompanied tour billets in Okinawa. This has grown from a base of approximately 800 Marines serving accompanied tours in Okinawa in 1981. The Marine Corps filled 3,483 accompanied billets in fiscal year 1995. The present target in fiscal year 1996 is 3,657. Planned increases will allow the Marine Corps to grow to 3,700 accompanied tours by FY 1997.

b. The Marine Corps has a target of 534 accompanied tour billets in Iwakuni for FY 1996; an increase of 110 billets from FY 1995. Four hundred accompanied tour billets were filled in FY 1995.

c. Accompanied tours provide stability and increase readiness for both WestPac and CONUS commands. Cost savings in permanent change of station dollars are also realized as more billets are converted to accompanied tours.

5. Unit Deployment Program

Since implementing the UDP, the Marine Corps has realized several significant benefits. Marines are now stabilized in the same tactical units for up to three years. This has not only strengthened unit cohesion, but has enhanced continuity of training and given Marine operational forces a greater expeditionary posture. All these benefits have together increased combat readiness.

The UDP has been a viable program for the Marine Corps since its inception. It remains our preferred method of sourcing combat arm units in the Western Pacific. Concerns over the continued viability of the program were allayed when OSD's Bottom Up Review panel rejected the previously defined base force for the Marine Corps, thus preserving a critical deployment base from which to source these requirements. The Marine Corps will continue to make maximum use of this successful and beneficial program for manning its overseas forces.

III. MILITARY STRENGTH AND CIVILIAN WORKYEARS (FTE) BY DEFENSE MISSION CATEGORY

A. Major Force Missions

Marine Corps forces captured within this category are primarily combatant related activities or programs that directly support them. In FY 1996, 120,300 Marines (69.1 percent of the Active Marine Corps) will fall in this category. Units accounted for here are all rapidly deployable and exist primarily to conduct combat operations.

With the exception of Reserves filling Individual Mobilization Augmentee billets, undergoing initial active duty for training, or serving on full-time active duty, the entire Selected Marine Corps Reserve constitutes general purpose forces.

1. Strategic Forces (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	*	*	*

* Less than 50

2. General Purpose Forces (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	123.0	123.3	120.4
Reserve	37.2	38.1	37.7
Civilian	9.3	9.7	9.8

B. Defense Wide Missions

This category encompasses intelligence and communications, general research and development, other defense-wide mission activities, and the programs that directly support them. Though Marine Corps participation in these areas appears somewhat minimal, Marines assigned herein cover a broad range of duties to include support to Defense agencies, on-site inspection teams, and technical assistance field teams.

1. Intelligence and Communications (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.8	0.9	0.9

2. General Research & Development (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.9	0.9	0.9

3. Other Defense-Wide Missions (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.1	0.1	0.1

C. Defense-Wide Support Missions

This heading encompasses all defense-wide support missions including the personnel programs for recruitment, retention, training, etc.; logistics support programs such as central supply and maintenance; and other centralized support such as departmental headquarters. Marines found in this category are typically assigned to bases and stations that provide support to tenant Fleet Marine Force units. Civilians captured under this category reinforce capabilities directly affecting readiness and sustainability of Marine Corps operating forces and further serve safety and quality of life functions.

1. Logistics Support (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.5	1.6	1.5
Civilian	2.6	2.7	2.7

2. Personnel Support (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	49.1	44.1	46.9
Reserve	3.0	3.5	3.6
Civilian	2.8	2.9	2.9

3. Other Centralized Support (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	2.9	3.1	3.2
Reserve	0.7	0.7	0.7
Civilian	1.3	1.3	1.4

CHAPTER VII

AIR FORCE MANPOWER REQUIREMENTS

I. INTRODUCTION

A. General

This chapter describes the Air Force manpower requirements in terms of active military, United States Air Force Reserve (USAFR), Air National Guard (ANG), and civilian manpower. The manpower need derives from the force structure estimate to accomplish Air Force missions within the scope of the national political and military strategy. In that light, the chapter identifies wartime manpower requirements, requested manpower strengths for the budget years, and major changes by component.

B. Wartime Manpower Requirements

Wartime manpower requirements are based on the total Air Force worldwide force structure plus the number of additional personnel needed to replace estimated combat casualties. The Defense Planning Guidance, the Joint Strategic Capabilities Plan, and the new planning scenarios for Fiscal Years 1997-2002 will be used to form the basis for a new data base reflecting the Air Force's projected wartime manpower requirements.

C. Manpower Request

The FY 1997 request for active military, reserve military, and civilian manpower is as follows:

Military Strength Request and Civilian Workyear (FTE) Plan (in Thousands)

	<u>FY 96</u>	<u>FY 97</u>
Active Military	388.2	381.1
Reserve		
ANG	112.7	108.0
USAFR	74.0	73.3
Civilian	186.4	181.2

D. Major Changes Affecting Manpower

The tables VII-1 through VII-3 display military manpower by Defense Mission Category (DMC), showing inventory for FY 1995 and the FY 1996 - FY 1997 totals in the FY 1997 request (end strength in thousands).

Table VII-1

Active Military
(In Thousands)

	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>
<u>Major Force Missions</u>	227.9	216.6	211.5
Strategic Forces	42.6	40.1	38.7
Strategic Offense	32.2	30.6	29.9
Strategic Defense	5.0	4.3	3.9
Strategic C3	5.4	5.0	4.9
General Purpose Forces	185.3	176.5	172.8
Tactical Air Forces	120.4	116.9	114.2
Mobility Forces	55.7	50.3	49.3
Special Operations Forces	9.0	9.2	9.2
General Purpose Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	55.6	55.6	55.6
Intelligence & Communications	33.1	33.8	33.9
Intelligence	17.6	18.8	19.8
Communications	15.4	14.9	14.0
General Research & Development	8.2	7.9	7.8
Science & Technology	1.6	1.5	1.5
RDT&E Management & Support	6.5	6.4	6.2
Other Defense-Wide Missions	14.3	13.9	13.9
Geophysical Sciences	7.9	7.5	7.5
Space Launch Support	2.3	2.5	2.5
Nuclear Weapons Support	0.2	0.2	0.2
International Support	3.8	3.5	3.6
<u>Defense-Wide Support Missions</u>	116.4	115.6	113.6
Logistics Support	14.4	13.4	12.6
Supply Operations	1.0	0.7	0.7
Maintenance Operations	1.1	1.0	1.0
Other Logistics	12.3	11.6	10.8
Personnel Support	92.4	93.0	92.3
Personnel Acquisition	9.8	9.8	9.7
Training	38.9	38.0	37.3
Medical	36.9	37.0	37.0
Individual	5.2	6.4	6.7
Federal Agency Support	0.1	0.1	0.1
Other Personnel Support	1.4	1.4	1.4
Other Centralized Support	9.6	9.2	8.7
Departmental Headquarters	9.6	9.2	8.7
Total End Strength in Budget	400.4	388.2	381.1

Note: Details may not sum to totals due to rounding.

Table VII-2

U.S. Air Force Reserve
(In Thousands)

	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>
<u>Major Force Missions</u>	56.4	51.8	51.1
Strategic Forces	0.7	0.8	0.8
Strategic Offense	0.5	0.5	0.5
Strategic Defense	0.2	0.2	0.2
General Purpose Forces	55.7	51.0	50.3
Tactical Air Forces	14.6	11.7	11.7
Mobility Forces	40.0	38.2	37.5
Special Operations Forces	1.1	1.1	1.1
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	4.3	4.3	4.4
Intelligence & Communications	3.3	3.3	3.4
Intelligence	2.0	2.1	2.1
Communications	1.3	1.2	1.3
General Research & Development	0.8	0.8	0.8
Science & Technology	0.0	0.0	0.0
RDT&E Management & Support	0.8	0.8	0.8
Other Defense-Wide Missions	0.2	0.2	0.2
Geophysical Sciences	0.2	0.2	0.2
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.0	0.0	0.0
<u>Defense-Wide Support Missions</u>	17.2	17.5	17.4
Logistics Support	2.8	2.8	2.8
Supply Operations	0.0	0.0	0.0
Maintenance Operations	1.6	1.6	1.6
Other Logistics Support	1.2	1.2	1.2
Personnel Support	11.2	11.5	11.3
Personnel Acquisition	0.3	0.3	0.3
Training	1.8	2.1	2.2
Medical	9.0	8.6	8.5
Federal Agency Support	0.0	0.4	0.1
Other Personnel Support	0.0	0.0	0.0
Other Centralized Support	3.2	3.2	3.3
Departmental Headquarters	3.2	3.2	3.3
Total End Strength in Budget	78.3	74.0	73.3

Note: Details may not sum to totals due to rounding.

Table VII-3

Air National Guard
(In Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Major Force Missions</u>	<u>86.8</u>	<u>89.9</u>	<u>85.1</u>
Strategic Forces	8.4	10.9	8.3
Strategic Offense	0.8	1.8	1.8
Strategic Defense	7.5	9.0	6.4
General Purpose Forces	78.4	79.0	76.8
Tactical Air Forces	44.1	42.1	40.4
Mobility Forces	33.4	36.1	35.5
Special Operations Forces	0.8	0.8	0.8
Counter Drug Support	0.0	0.0	0.0
<u>Defense-Wide Missions</u>	<u>14.1</u>	<u>13.4</u>	<u>13.6</u>
Intelligence & Communications	13.6	12.9	13.1
Intelligence	0.0	0.1	0.1
Communications	13.5	12.7	12.9
General Research & Development	0.0	0.0	0.0
Science & Technology	0.0	0.0	0.0
RDT&E Management & Support	0.0	0.0	0.0
Other Defense-Wide Missions	0.5	0.5	0.5
Geophysical Sciences	0.5	0.5	0.5
Space Launch Support	0.0	0.0	0.0
Nuclear Weapons Support	0.0	0.0	0.0
International Support	0.0	0.0	0.0
<u>Defense-Wide Support Missions</u>	<u>8.7</u>	<u>9.2</u>	<u>9.1</u>
Logistics Support	0.0	0.0	0.0
Supply Operations	0.0	0.0	0.0
Maintenance Operations	0.0	0.0	0.0
Other Logistics Support	0.0	0.0	0.0
Personnel Support	6.2	7.1	7.1
Personnel Acquisition	0.4	0.5	0.5
Training	0.7	1.4	1.4
Medical	4.9	5.1	5.1
Federal Agency Support	0.0	0.0	0.0
Other Personnel Support	0.0	0.0	0.0
Other Centralized Support	2.5	2.1	2.0
Departmental Headquarters	2.5	2.1	2.0
Undistributed Adjustments	0.0	0.0	0.0
Total End Strength in Budget	109.8	112.7	108.0

Note: Details may not sum to totals due to rounding.

The following sections highlight Air Force major force structure areas and include a brief rationale for participation by either the Active or Reserve Component. Specific changes in force structure are detailed in Section III, Air Force Manpower Requirements by Defense Mission Category (DMC).

1. Strategic Offense

In FY 1997, these forces consist of strategic bomber aircraft and Intercontinental Ballistic Missiles (ICBMs), and the programs that directly support them. In FY 1996, some B-1 aircraft will transfer from the active forces to the ANG. B-2 deliveries continue, with the first Block 20 aircraft due in mid-FY 1996.

2. Strategic Defense

In FY 1997, these forces consist of space and missile defense systems, interceptor forces, surveillance forces, and the programs that directly support them. Strategic Defensive Forces include those assets with a primary mission of providing early warning of a bomber or cruise missile attack. Space defense consists of elements dealing with defense against space based objects or the defense of US space assets. AFSPACECOM supplies ground surveillance assets to include the Distant Early Warning line, North Warning System, and Joint Surveillance System (FAA radars, aerostats, ground system connectivity, and Region Operational Control Centers/Sector Operational Control Centers). Additionally, the ground environment activities include the NORAD Command Post, the missile warning center, and space surveillance centers in Cheyenne Mountain, and the Consolidated Space Operations Center at Falcon AFB, CO. Air defense of the United States is currently an ANG mission. The ANG now performs 100 percent of the air defense fighter interceptor mission.

3. Strategic Command, Control and Communications

This activity consists of an array of systems and procedures necessary for the peacetime and wartime command of assigned strategic nuclear forces. Robust C3 capabilities enhance the national security objective of "deterrence" by ensuring the NCA and USCINSTRAT can effect the peacetime positive control and management activities, as well as the emergency alerting, posturing, and employment of ICBMs, SLBMs and strategic nuclear bombers. The ground environment activities include three ballistic missile early warning sites; five Submarine Launch Ballistic Missile detection and warning sites, and spaced based Tactical Warning/Attack Assessment (Defense Support Program) and its associated ground and mobile support systems.

4. Tactical Air Forces

To meet current regional commitments, the Air Force must have credible, responsive forces to support crisis response requirements. Overseas basing represents roughly 45 percent of our total active duty combat fighter forces, the remaining 55 percent provides stateside active duty rotational units. The ANG and AFRES provide a responsive reserve military capability during a national crisis. In our fighter force, USAFR and ANG units comprise 36 percent of the total force in 1996. The USAFR and ANG fighter force is being modernized simultaneously with the active force F-16C aircraft. This force posture has been developed to support the overseas rotation of operational fighter units.

Training requirements must be considered in developing the total fighter force structure. Close air support, interdiction, counter-air, and strategic attack bomber missions are complex and require high levels of training and, in many cases, specialized training ranges to retain proficiency. The part-time nature of the USAFR and ANG and proximity of individual units are carefully assessed when assigning roles and missions that require skills that must be continually exercised to achieve and maintain essential levels of proficiency.

5. Mobility Forces

The proper mix of active and reserve force units is necessary to maintain a non-mobilized surge and contingency support capability in addition to performing day-to-day global mobility missions. Peacetime augmentation and wartime surge missions are well suited to the USAFR and ANG. In addition to providing both unit-equipped and associate flying units, the USAFR and ANG also provide substantial capabilities in aircraft maintenance, aeromedical evacuation, aerial port operations, and weather reconnaissance.

E. Key Manpower Issues

The Air Force remains the premier aerospace force in the world and a critical contributor to our national security. Our guiding construct, Global Reach--Global Power, defines five roles in support of this mission: sustaining nuclear deterrence; providing versatile combat force; supplying rapid global mobility; controlling the high ground of space; and building U.S. influence around the world. These roles have assumed heightened significance in the post-Cold War era. Air and space power are providing an economical means for shaping the international environment through global presence. Likewise, air and space forces increasingly underpin national capabilities to conduct decisive combat operations worldwide.

The new world environment required a new National Security Strategy aimed at providing stability for the emergence of new democracies, and the Air Force fully engaged in support of that strategy. This past year our global reach forces operated in all but seven of the World's countries (of which 5 have no runways and 2 are hostile). We delivered 75,000 tons of relief to Bosnia; 15,000 tons to Rwanda and Zaire; supported major deployments to Haiti and Kuwait; and conducted hundreds of other operations in support of U.S. interests in such far-ranging places as Yemen and Johnston Atoll.

The FY 1997 President's Budget calls for a reduction in Air Force active duty military manpower from 388,200 in FY 1996 to 381,100 in FY 1997. The FY 1997 figure represents a 33 percent reduction in manpower from the end of the Cold War era. Civilian manpower is projected to decline by 5 percent, or 7,688 work years between FYs 1995-1997. The civilian figure for FY 1997 represents a 32 percent reduction in manpower since FY 1987. However, this reduction includes a significant number of functional transfers to Defense Agency Accounts over the FY 1990-1994 period.

People are the ultimate guarantors of combat readiness. Attracting and retaining quality people depends upon providing reasonable quality of life. This means three things: providing acceptable standards of living, treating people with the dignity and respect, and managing stresses associated with high deployment tempos. The Year of Readiness initiatives produced three critical enhancements to Air Force readiness. First, we strengthened forecasting. Our improved Status of Resources and

Training System ensures all Air Force units provide readiness snapshots not only of current health, but realistic forecasts looking 3, 6, and 12 months ahead. This system helps predict impacts of resource decisions as well as uncover cracks in the foundation which need repair before readiness erodes. Second, the way we support weapon systems has been fundamentally altered. "Lean logistics" is an integrated effort between maintenance, supply, and transportation systems to provide the right part, at the right time, at the best price to the user. Third, we are enhancing readiness through a better distribution of workload across the force. The Air Force is increasingly using the world-class capabilities of our Air Force Reserve and Air National Guard. These affordable and capable partners make a decisive contribution to National defense.

The Air Force hopes to avoid involuntary military reductions in FY 1996 and FY 1997 by offering the Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) to selected military members and by using the Temporary Early Retirement Authority (TERA) granted by Congress. Reductions to the civilian work force brought about by base closures and downsizing will be achieved using monetary incentives to the maximum extent possible and will be mitigated to some degree through use of the DoD Priority Placement Program. Nevertheless, some involuntary separations will almost certainly be required.

It is important to realize that military manpower reductions taken in FY 1996 and FY 1997 do not generate Military Personnel Appropriation account savings in the first year they are taken. This is due to the requirement to offer separation incentives to generate additional losses in both years. The cost of the VSI, SSB, and early retirement programs generally exceed the savings in pay and allowances--even for individuals who separate at the beginning of the fiscal year.

Across the spectrum of peace and conflict, the Air Force exemplifies the ascendant role of air and space power in American security. Air and space power are fundamental to building U.S. influence jointly and globally through presence. Likewise, air and space power increasingly underpin national capabilities to conduct decisive combat operations worldwide on short notice. Growing tension between expanding security requirements and dwindling resources will continue to challenge us in each of our objective areas--remaining engaged, supporting our people, preserving combat readiness, and building for the future.

II. SIGNIFICANT HIGHLIGHTS

A. Active Component Military Manpower

1. General

Military manpower end strength in the FY 1997 President's Budget is 388,200 in FY 1996 and 381,100 in FY 1997.

The FY 1997 military manpower decreases are primarily related to three types of actions. Force structure reductions are projected across many weapon systems and proportionately reducing manpower. Three successive rounds of base closures have required significant reductions in base operating support manpower. Finally, efficiency initiatives and the Defense Management Report program have streamlined our organizations and support functions, eliminated management layers, and initiated new technologies to save manpower. Accession level adjustments assure our future force will have the skills required to support a smaller Air Force.

2. Programmed Manpower Structure, Programmed Manning, and End Strength

Table VII-4 reflects Air Force Programmed Manpower Structure, Programmed Manning, and End Strength.

Table VII-4

ACTIVE AIR FORCE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH (In Thousands)

TOTAL ACTIVE MILITARY DEFENSE MISSION CATEGORIES	FY 1995		FY 1996			FY 1997		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
Strategic Forces	42.6	42.7	40.3	40.1	99.5%	38.9	38.7	99.4%
Strategic Offense	32.2	32.3	30.8	30.6	99.5%	30.1	29.9	99.4%
Strategic Defense	5.0	4.9	4.4	4.3	99.5%	3.9	3.9	99.2%
Strategic C3	5.4	5.5	5.0	5.0	99.6%	4.9	4.9	99.6%
General Purpose Forces	185.3	184.0	178.7	176.5	98.7%	175.0	172.8	98.7%
Tactical Air Forces	120.4	119.5	117.8	116.9	99.2%	115.1	114.2	99.1%
Mobility Forces	55.7	55.4	51.6	50.3	97.6%	50.5	49.3	97.5%
Special Operations Forces	9.0	9.1	9.2	9.2	99.6%	9.2	9.2	99.6%
Counter Drug Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	33.1	34.6	33.9	33.8	99.5%	34.0	33.9	99.5%
Intelligence	17.6	19.0	18.9	18.8	99.6%	19.9	19.8	99.6%
Communications	15.4	15.6	15.0	14.9	99.4%	14.1	14.0	99.3%
General Research & Development	8.2	8.3	8.0	7.9	98.6%	7.9	7.8	98.6%
Science & Technology	1.6	1.7	1.5	1.5	100.0%	1.5	1.5	100.0%
RDT&E Management & Support	6.5	6.6	6.5	6.4	98.3%	6.3	6.2	98.3%
Other Defense-Wide Missions	14.3	14.3	14.3	13.9	97.5%	14.3	13.9	97.4%
Geophysical Sciences	7.9	7.9	7.9	7.5	96.0%	7.9	7.5	95.9%
Space Launch Support	2.3	2.4	2.6	2.5	98.4%	2.5	2.5	98.4%
Nuclear Weapons Support	0.2	0.2	0.2	0.2	100.0%	0.2	0.2	100.0%
International Support	3.8	3.8	3.5	3.5	99.9%	3.6	3.6	99.9%
<u>Defense-Wide Support Missions</u>								
Logistics Support	14.4	14.5	13.7	13.4	98.0%	12.9	12.6	97.8%
Supply Operations	1.0	1.1	0.7	0.7	99.8%	0.7	0.7	99.8%
Maintenance Operations	1.1	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
Other Logistics	12.3	12.3	11.9	11.6	97.7%	11.1	10.8	97.5%
Personnel Support	92.4	92.2	96.4	93.0	96.3%	95.8	92.3	96.3%
Personnel Acquisition	9.8	9.8	9.9	9.9	98.8%	9.8	9.7	98.7%
Training	38.9	39.0	38.6	38.0	98.6%	37.8	37.3	98.6%
Medical	36.9	36.9	39.8	37.0	92.9%	39.8	37.0	92.9%
Individuals	5.2	4.9	6.4	6.4	100.0%	6.7	6.7	100.0%
Federal Agency Support	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Other Personnel Support	1.4	1.5	1.5	1.4	95.9%	1.5	1.4	95.9%
Other Centralized Support	9.6	9.5	9.6	9.2	96.3%	9.1	8.7	96.0%
Departmental Headquarters	9.6	9.5	9.5	9.2	96.4%	9.0	8.7	96.1%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>End Strength in the Budget</u>	<u>400.4</u>	<u>400.1</u>	<u>395.3</u>	<u>388.2</u>	<u>98.1%</u>	<u>388.2</u>	<u>381.1</u>	<u>98.1%</u>

Note: Details may not sum due to rounding.

Table VII-4a

ACTIVE AIR FORCE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ACTIVE OFFICERS DEFENSE MISSION CATEGORIES	FY 1995		FY 1996			FY 1997		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
Major Force Missions								
Strategic Forces	7.3	7.4	6.5	6.5	99.7%	6.3	6.3	99.6%
Strategic Offense	5.0	5.1	4.5	4.5	99.7%	4.4	4.4	99.7%
Strategic Defense	1.6	1.6	1.4	1.3	99.7%	1.3	1.3	99.1%
Strategic C3	0.6	0.7	0.6	0.6	100.0%	0.5	0.5	100.0%
General Purpose Forces	25.5	24.8	24.0	23.7	98.8%	23.6	23.3	98.8%
Tactical Air Forces	15.4	15.0	14.7	14.5	99.0%	14.5	14.3	99.0%
Mobility Forces	8.4	8.1	7.6	7.5	98.4%	7.4	7.3	98.4%
Special Operations Forces	1.6	1.7	1.6	1.6	98.9%	1.6	1.6	98.9%
Counter Drug Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
Defense-Wide Missions								
Intelligence & Communications	5.0	5.3	5.1	5.0	99.4%	5.5	5.5	99.4%
Intelligence	3.2	3.5	3.3	3.3	99.2%	3.9	3.8	99.3%
Communications	1.7	1.8	1.7	1.7	99.6%	1.6	1.6	99.6%
General Research & Development	2.1	2.1	2.0	2.0	99.1%	2.0	1.9	99.1%
Science & Technology	1.1	1.1	1.0	1.0	100.0%	1.0	1.0	100.0%
RDT&E Management & Support	0.9	1.0	1.0	1.0	98.3%	0.9	0.9	98.2%
Other Defense-Wide Missions	3.6	3.6	3.6	3.6	99.2%	3.4	3.4	99.2%
Geophysical Sciences	1.1	1.1	1.0	1.0	98.1%	1.0	1.0	98.0%
Space Launch Support	1.0	1.0	1.0	1.0	99.4%	1.0	1.0	99.4%
Nuclear Weapons Support	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
International Support	1.4	1.4	1.3	1.3	99.9%	1.2	1.2	99.9%
Defense-Wide Support Missions								
Logistics Support	6.2	6.4	5.8	5.8	99.5%	5.2	5.1	99.5%
Supply Operations	0.5	0.7	0.5	0.5	100.0%	0.5	0.5	100.0%
Maintenance Operations	0.1	0.2	0.1	0.1	100.0%	0.1	0.1	100.0%
Other Logistics	5.5	5.5	5.1	5.0	99.5%	4.5	4.4	99.4%
Personnel Support	24.0	23.8	26.2	24.7	94.1%	26.1	24.6	94.1%
Personnel Acquisition	1.7	1.7	1.6	1.6	98.4%	1.6	1.6	98.4%
Training	9.5	9.6	9.8	9.6	97.6%	9.8	9.6	97.7%
Medical	11.7	11.7	13.1	11.8	90.1%	13.1	11.8	90.1%
Individuals	0.7	0.5	1.3	1.3	100.0%	1.3	1.3	100.0%
Federal Agency Support	0.0	0.1	0.0	0.0	100.0%	0.0	0.0	100.0%
Other Personnel Support	0.1	0.2	0.1	0.1	100.0%	0.1	0.1	100.0%
Other Centralized Support	4.5	4.3	4.4	4.3	96.7%	4.1	3.9	96.4%
Departmental Headquarters	4.5	4.3	4.4	4.3	96.8%	4.1	3.9	96.4%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
End Strength in the Budget	78.4	77.7	78.0	75.9	97.3%	76.5	74.4	97.2%

Note: Details may not sum due to rounding.

Table VII-4b

ACTIVE AIR FORCE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

ACTIVE ENLISTED DEFENSE MISSION CATEGORIES	FY 1995		FY 1996			FY 1997		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
Strategic Forces	35.3	35.3	33.7	33.5	99.4%	32.6	32.4	99.4%
Strategic Offense	27.2	27.2	26.2	26.1	99.4%	25.6	25.5	99.4%
Strategic Defense	3.3	3.3	3.0	2.9	99.4%	2.6	2.6	99.3%
Strategic C3	4.7	4.8	4.4	4.4	99.5%	4.3	4.3	99.5%
General Purpose Forces	159.7	159.2	154.7	152.8	98.7%	151.4	149.4	98.7%
Tactical Air Forces	105.0	104.5	103.1	102.3	99.2%	100.6	99.8	99.1%
Mobility Forces	47.3	47.3	43.9	42.8	97.4%	43.1	42.0	97.4%
Special Operations Forces	7.4	7.4	7.6	7.5	99.7%	7.6	7.5	99.7%
Counter Drug Support	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	28.1	29.3	28.8	28.7	99.5%	28.5	28.4	99.5%
Intelligence	14.3	15.5	15.5	15.5	99.7%	16.0	15.9	99.7%
Communications	13.7	13.8	13.2	13.2	99.4%	12.5	12.4	99.3%
General Research & Development	6.1	6.2	6.0	5.9	98.5%	5.9	5.8	98.4%
Science & Technology	0.5	0.6	0.5	0.5	100.0%	0.5	0.5	100.0%
RDT&E Management & Support	5.6	5.6	5.5	5.4	98.3%	5.4	5.3	98.3%
Other Defense-Wide Missions	10.6	10.6	10.6	10.3	96.9%	10.8	10.5	96.9%
Geophysical Sciences	6.8	6.8	6.8	6.5	95.7%	6.8	6.5	95.6%
Space Launch Support	1.3	1.3	1.5	1.5	97.7%	1.5	1.5	97.7%
Nuclear Weapons Support	0.0	0.1	0.0	0.0	100.0%	0.0	0.0	100.0%
International Support	2.4	2.4	2.2	2.2	99.9%	2.3	2.3	99.9%
<u>Defense-Wide Support Missions</u>								
Logistics Support	8.2	8.2	7.8	7.6	96.8%	9.0	8.8	97.8%
Supply Operations	0.5	0.5	0.1	0.1	99.4%	0.1	0.1	99.4%
Maintenance Operations	0.9	0.9	0.9	0.9	100.0%	0.9	0.9	100.0%
Other Logistics	6.7	6.8	6.8	6.5	96.3%	6.6	6.3	96.2%
Personnel Support	68.4	68.4	70.2	68.2	97.2%	69.6	67.7	97.2%
Personnel Acquisition	8.1	8.1	8.3	8.2	98.8%	8.2	8.1	98.8%
Training	29.3	29.4	28.7	28.4	99.0%	27.9	27.6	99.0%
Medical	25.2	25.2	26.7	25.2	94.3%	26.7	25.2	94.3%
Individuals	4.4	4.4	5.0	5.0	100.0%	5.4	5.4	100.0%
Federal Agency Support	0.0	0.0	0.0	0.0	100.0%	0.0	0.0	100.0%
Other Personnel Support	1.2	1.3	1.3	1.3	95.4%	1.3	1.3	95.4%
Other Centralized Support	5.1	5.2	5.1	4.9	95.9%	4.9	4.7	95.7%
Departmental Headquarters	5.1	5.2	5.1	4.9	96.0%	4.9	4.7	95.8%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0%
<u>End Strength in the Budget</u>	<u>321.9</u>	<u>322.4</u>	<u>317.3</u>	<u>312.2</u>	<u>98.4%</u>	<u>311.7</u>	<u>306.6</u>	<u>98.3%</u>

Note: Details may not sum due to rounding.

Table VII-4c

End Strength Summary
(End Strength In Thousands)

<u>Total Active Military</u>	<u>Actual</u> <u>FY 1995</u>	<u>Budgeted</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
End Strength in Units	369.9	356.2	348.8
Undistributed	0.2	0.0	0.5
Individuals	30.3	32.0	31.8
Transients	4.7	6.7	6.4
PPH	0.3	0.3	0.3
Trainees and Students	21.3	21.0	21.1
Cadets and Midshipmen	4.0	4.0	4.0
<u>Total End Strength</u>	<u>400.4</u>	<u>388.2</u>	<u>381.1</u>

End Strength Summary
(End Strength In Thousands)

<u>Active Officers</u>	<u>Actual</u> <u>FY 1995</u>	<u>Budgeted</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
End Strength in Units	71.2	67.9	66.9
Undistributed	0.1	0.3	0.2
Individuals	7.1	7.7	7.3
Transients	.6	1.2	1.1
PPH	0.0	0.0	0.0
Trainees and Students	6.5	6.5	6.2
<u>Total End Strength</u>	<u>78.4</u>	<u>75.9</u>	<u>74.4</u>

End Strength Summary
(End Strength In Thousands)

<u>Active Enlisted</u>	<u>Actual</u> <u>FY 1995</u>	<u>Budgeted</u> <u>FY 1996</u>	<u>Programmed</u> <u>FY 1997</u>
End Strength in Units	298.5	288.1	282.3
Undistributed	0.1	-0.3	.3
Individuals	23.3	24.4	24.0
Transients	4.1	5.5	5.3
PPH	0.3	0.3	0.3
Trainees and Students	14.9	14.6	14.4
Cadets and Midshipmen	4.0	4.0	4.0
<u>Total End Strength</u>	<u>321.9</u>	<u>312.2</u>	<u>306.6</u>

Note: Details may not sum due to rounding.

B. Reserve Component Military Manpower

1. Ready Reserve

a. Selected Reserve

(1) U.S. Air Force Reserve (USAFR)

(a) General. The USAFR programmed end strength will decrease by 688 spaces between FY 1996 and FY 1997. This reduction is driven by the following: the C-141 Associate Program (-779), Medical Reductions (-180), the C-130 program (-62), Civil Engineering (-63), and Maintenance Overhead Consolidation (-26) are also reduced. The decreases are partially offset by increases in the C-17 Associate Program (+415) and WC-130 Program (+38).

(b) Programmed Manpower Structure, Programmed Manning and End Strength. Table VII-6 displays, by DMC category, the USAFR programmed manpower structure, programmed manpower and end strength. The USAFR structure decreases by 688 drill spaces and 31 IMA spaces between FY 1996 and FY 1997.

(c) Trained in Unit Strength. The following table displays Air Force Reserve end strength, then adds or subtracts appropriate personnel to show the trained in unit strength. This strength is compared to the wartime unit structure to compute the percent trained in units. The results show the Air Force Reserve is able to maintain a high percentage of trained personnel.

USAFR TRAINED IN UNIT STRENGTH

(in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
End strength	78.3	74.0	73.3
- Training Pipeline*	0.7	1.1	1.1
- IMAs	12.2	12.4	12.4
Operating Strength	65.4	60.5	59.8
- Non Unit AGR	0.7	0.6	0.6
+ Unit A/C Personnel	0.4	0.3	0.4
Trained Unit Strength	65.7	60.6	62.3
% Trained In Unit	98.9	98.2	98.3

*Includes categories F and P

(d) Individual Mobilization Augmentee (IMA) Program

The IMA program provides highly skilled individual augmentation to active units during wartime or emergency situations. All IMA positions are reviewed as part of the Wartime Manpower Planning Exercise (MANREQ) and justified solely on the basis of wartime or contingency requirements for which the active forces are insufficient. IMA requirements increase in FYs 1996 and 1997 due to increased reliance on Reserve support as the active force draws down.

Individual Mobilization Augmentees

	<u>FY 95</u>		<u>FY 96</u>	<u>FY 97</u>
	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>
Total	11,746	12,158	12,417	12,411
48 Drill	806	771	951	3,622
24 Drill	10,569	11,385	11,095	8,718
Other	371	2	371	71

(e) Full-Time Support Programs. Statutory Tour personnel are Reservists on active duty for periods in excess of 179 days who provide full-time support to the Reserve Component and are paid from Reserve personnel appropriations. They serve on the staff of active component headquarters organizations responsible for Reserve component management, policy, planning, programming, and training; assist in developing and implementing Reserve Forces policies, procedures, and programs; and assist in organizing, administering, recruiting, instructing, and training the Reserve component.

In the USAFR, Statutory Tour personnel are not assigned to unit level. Full time support at the combat and combat support unit level is provided by Air Reserve Technicians (ARTs) serving in dual status. As civil service civilians they provide full time day-to-day support to a Reserve unit. As members of the Air Force Reserve, they are integral members of their reserve unit, participate in all military training and duty in their unit, and are available to enter active duty should their unit be mobilized. Because actual assigned strength is used in FY 1995, not all programmed growth between FY 1995 and FY 1996 is real growth. Actual assigned strength is often less than programmed strength due to recruiting and hiring difficulties.

USAFR Full Time Support (In Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY97</u>
Statutory Tour	0.6	0.6	0.6
Air Reserve Technician	9.4	9.8	9.7
Civilians	5.9	6.0	5.6
Active Component	0.7	0.7	0.7
Total	16.7	17.1	16.6

USAFR Military Technicians

FY95											
MGMT HQ			HIGH PRIORITY UNITS			OTHER			TOTAL		
DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL
62	0	62	10441	0	10441	216	0	216	10719	0	10719
62	0	62	9262	0	9262	108	0	108	9432	0	9432
62	0	62	9262	0	9262	108	0	108	9432	0	9432

FY96											
MGMT HQ			HIGH PRIORITY UNITS			OTHER			TOTAL		
DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL	DUAL STATUS	NON-DUAL STATUS	TOTAL
62	0	62	10282	0	10282	229	0	229	10573	0	10573
62	0	62	9610	0	9610	130	0	130	9802	0	9802
62	0	62	9610	0	9610	130	0	130	9802	0	9802

Table VII-5
AIR FORCE RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

TOTAL AFR MILITARY	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
Strategic Forces	0.5	0.6	0.6	0.6	100.0%	0.6	0.6	100.0%
Strategic Offense	0.5	0.6	0.6	0.6	100.0%	0.6	0.6	100.0%
General Purpose Forces	54.4	56.6	54.6	49.6	90.8%	54.5	48.9	89.7%
Tactical Air Forces	13.7	13.9	13.1	10.7	81.7%	13.1	10.7	81.7%
Mobility Forces	39.6	41.6	40.4	37.8	93.6%	40.3	37.1	92.1%
Special Operations Forces	1.1	1.1	1.1	1.1	100.0%	1.1	1.1	100.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	1.1	1.1	1.3	1.0	76.9%	1.3	1.0	76.9%
Communications	1.1	1.1	1.3	1.0	76.9%	1.3	1.0	76.9%
Other Defense-Wide Missions	0.3	0.2	0.2	0.3	150.0%	0.2	0.3	150.0%
Geophysical Sciences	0.3	0.2	0.2	0.3	150.0%	0.2	0.3	150.0%
<u>Defense-Wide Support Missions</u>								
Logistics Support	1.2	1.2	1.2	1.2	100.0%	1.2	1.2	100.0%
Other Logistics	1.2	1.2	1.2	1.2	100.0%	1.2	1.2	100.0%
Personnel Support	7.2	5.0	7.3	7.0	95.9%	7.2	7.0	95.9%
Personnel Acquisition	0.3	0.3	0.0	0.3	0.0%	0.0	0.3	0.0%
Training	0.1	0.1	0.2	0.1	50.0%	0.2	0.1	50.0%
Medical	6.8	4.6	7.1	6.6	92.9%	7.1	6.6	92.9%
Other Centralized Support	0.8	0.5	0.5	0.8	150.0%	0.5	0.8	150.0%
Departmental Headquarters	0.8	0.5	0.5	0.8	150.0%	0.5	0.8	150.0%
<u>End Strength in Units</u>	<u>65.5</u>	<u>65.2</u>	<u>65.7</u>	<u>60.5</u>	<u>91.9%</u>	<u>65.6</u>	<u>59.8</u>	<u>91.1%</u>
Ind Mobilization Augmentees	12.2			12.4			12.4	
Individuals								
Trainees and Students	0.7			1.1			1.1	
<u>Total End Strength</u>	<u>78.3</u>			<u>74.0</u>			<u>73.3</u>	

*Note: Details may not sum due to rounding.

Table VII-5a

AIR FORCE RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

AFR OFFICERS DEFENSE MISSION CATEGORIES	FY 1995		FY 1996			FY 1997		
	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
<u>Major Force Missions</u>								
Strategic Forces	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Strategic Offense	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
General Purpose Forces	6.9	6.6	7.3	6.2	84.9%	7.3	6.2	84.9%
Tactical Air Forces	1.0	1.1	1.0	0.7	70.0%	1.0	0.7	70.0%
Mobility Forces	5.7	5.4	6.1	5.3	86.9%	6.1	5.3	86.9%
Special Operations Forces	0.2	0.1	0.2	0.2	100.0%	0.2	0.2	100.0%
<u>Defense-Wide Missions</u>								
Intelligence & Communications	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Communications	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Geophysical Sciences	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
<u>Defense-Wide Support Missions</u>								
Personnel Support	1.7	1.1	2.0	1.8	90.0%	2.0	1.8	90.0%
Medical	1.7	1.1	2.0	1.8	90.0%	2.0	1.8	90.0%
Other Centralized Support	0.4	0.3	0.2	0.4	150.0%	0.2	0.4	150.0%
Departmental Headquarters	0.4	0.3	0.2	0.4	150.0%	0.2	0.4	150.0%
<u>End Strength in Units*</u>	<u>9.3</u>	<u>8.3</u>	<u>9.8</u>	<u>8.7</u>	<u>88.7%</u>	<u>9.8</u>	<u>8.7</u>	<u>88.7%</u>
Ind Mobilization Augmentees	6.8			6.9			6.9	
<u>Total End Strength</u>	<u>16.1</u>			<u>15.6</u>			<u>15.6</u>	

*Note: Details may not sum due to rounding.

Table VII-5b

AIR FORCE RESERVE PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

AFR ENLISTED	FY 1995		FY 1996			FY 1997		
DEFENSE MISSION CATEGORIES	INV	AUTH	REQT	AUTH	MNG	REQT	AUTH	MNG
Major Force Missions								
Strategic Forces	0.4	0.5	0.5	0.5	100.0%	0.5	0.5	100.0%
Strategic Offense	0.4	0.5	0.5	0.5	100.0%	0.5	0.5	100.0%
General Purpose Forces	47.5	48.4	47.3	43.4	91.5%	47.1	42.7	90.7%
Tactical Air Forces	12.7	12.8	12.1	10.0	82.6%	12.1	10.0	82.6%
Mobility Forces	33.9	34.6	34.3	32.5	94.7%	34.1	31.8	93.2%
Special Operations Forces	0.9	1.0	.9	0.9	100.0%	0.9	0.9	100.0%
Defense-Wide Missions								
Intelligence & Communications	1.0	1.2	1.1	0.9	100.0%	1.1	0.9	100.0%
Communications	1.0	1.2	1.1	0.9	100.0%	1.1	0.9	100.0%
Other Defense-Wide Missions	0.2	0.1	0.1	0.2	200.0%	0.1	0.2	200.0%
Geophysical Sciences	0.2	0.1	0.1	0.2	200.0%	0.1	0.2	200.0%
Defense-Wide Support Missions								
Logistics Support	1.2	1.2	1.2	1.2	100.0%	1.2	1.2	100.0%
Other Logistics	1.2	1.2	1.2	1.2	100.0%	1.2	1.2	100.0%
Personnel Support	5.5	3.9	5.1	4.2	82.3%	5.1	4.2	82.3%
Personnel Acquisition	0.3	0.3	0.0	0.3	0.0%	0.0	0.3	0.0%
Training	0.1	0.1	0.1	0.1	100.0%	0.1	0.1	100.0%
Medical	5.1	3.5	5.0	4.8	96.0%	5.0	4.8	96.0%
Other Centralized Support	0.4	0.2	0.3	0.4	133.0%	0.3	0.4	133.0%
Departmental Headquarters	0.4	0.2	0.3	0.4	133.0%	0.3	0.4	133.0%
End Strength in Units	57.5	55.5	55.6	56.3	101.0%	55.2	51.8	93.8%
Ind Mobilization Augmentees	5.2			5.5			5.5	
Individuals								
Trainees and Students	0.6			1.1			1.1	
Total End Strength	63.4			62.9			58.4	

Note: Details may not sum due to rounding.

(2) Air National Guard

(a) General. The Air National Guard (ANG) has a programmed decrease of 4,689 between FY 1996 and FY 1997. This includes a decrease of 4,752 drilling guardsmen and an increase of 63 full-time active guard/reserve (AGR) personnel. The revised strength reflects force structure changes partially offset by the transfer of new missions.

(b) Programmed Manpower Structure, Programmed Manning and End Strength. Table VII-6 displays ANG programmed manning and end strength by DMC category. The Air National Guard programmed end strength of 108,018 in FY 1997 will allow for an overall manning level of 96 percent when compared to total requirements.

Table VII-6

AIR NATIONAL GUARD PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

<u>TOTAL ANG MILITARY</u>	<u>FY 1995</u>		<u>FY 1996</u>			<u>FY 1997</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	8.4	8.4	11.0	10.9	99%	8.5	8.3	98%
Strategic Offense	0.9	1.0	1.9	1.9	100%	1.9	1.9	100%
Strategic Defense	7.5	7.4	9.2	9.0	99%	6.6	6.4	98%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	78.4	84.1	80.7	79.1	98%	78.5	76.8	98%
Tactical Air Forces	44.1	47.4	44.3	42.1	95%	42.6	40.5	95%
Mobility Forces	33.4	35.8	35.6	36.1	101%	35.1	35.5	101%
Special Ops Forces	0.8	0.8	0.8	0.8	106%	0.8	0.8	106%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Missions</u>								
Intelligence and Comm	13.7	13.9	14.3	12.9	91%	14.5	13.2	91%
Intelligence	0.1	0.1	0.2	0.2	99%	0.2	0.2	99%
Communications	13.6	13.8	14.1	12.8	91%	14.3	13.0	91%
Other Defense-Wide Miss	0.6	0.6	0.6	0.6	96%	0.6	0.6	96%
Geophysical Sciences	0.6	0.6	0.6	0.6	96%	0.6	0.6	96%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
International Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Support Mission</u>								
Logistics Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Supply Operations	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Maintenance Operations	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Logistics Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Personnel Support	5.5	5.6	6.0	5.7	118%	6.0	5.7	118%
Personnel Acquisition	0.5	0.5	0.5	0.5	102%	0.5	0.5	102%
Training	0.1	0.1	0.1	0.1	100%	0.1	0.1	100%
Medical	4.9	5.0	5.4	5.1	94%	5.5	5.1	94%
Federal Agency Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Centralized Support	2.5	1.8	2.6	2.1	81%	2.5	2.0	80%
Departmental Headquarters	2.5	1.8	2.3	2.1	81%	2.3	2.0	80%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>End Strength in Units</u>	<u>109.1</u>	<u>115.6</u>	<u>115.2</u>	<u>111.2</u>	<u>97%</u>	<u>110.6</u>	<u>106.6</u>	<u>96%</u>
<u>Individuals</u>								
Trainees and Students	.7		1.4			1.4		
Total End Strength	109.8		112.7			108.0		

Note: Details may not sum due to rounding

Table VII-6a

AIR NATIONAL GUARD PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

<u>ANG OFFICERS</u>	<u>FY 1995</u>		<u>FY 1996</u>			<u>FY 1997</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	0.9	0.9	1.3	1.3	98%	1.1	1.0	99%
Strategic Offense	0.1	0.1	0.2	0.2	102%	0.2	0.2	102%
Strategic Defense	0.8	0.8	1.1	1.1	97%	0.8	0.8	98%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	9.3	9.8	9.4	9.4	101%	9.6	9.7	101%
Tactical Air Forces	3.9	4.3	3.7	3.7	102%	3.9	3.9	102%
Mobility Forces	5.2	5.4	5.6	5.6	100%	5.6	5.6	101%
Special Ops Forces	0.1	0.1	0.1	0.1	97%	0.1	0.1	97%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Missions</u>								
Intelligence and Communications	0.7	0.9	0.8	0.8	99%	0.8	0.8	100%
Intelligence	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Communications	0.7	0.9	0.8	0.8	99%	0.8	0.8	99%
Other Defense-Wide Missions	0.1	0.1	0.1	0.1	101%	0.1	0.1	101%
Geophysical Sciences	0.1	0.1	0.1	0.1	101%	0.1	0.1	101%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
International Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Support Missions</u>								
Personnel Support	1.4	1.6	1.5	1.5	98%	1.5	1.5	98%
Personnel Acquisition	0.0	0.0	0.0	0.0	71%	0.0	0.0	71%
Training	0.0	0.0	0.0	0.0	100%	0.0	0.0	100%
Medical	1.4	1.6	1.5	1.5	98%	1.5	1.5	98%
Federal Agency Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Centralized Support	1.1	0.8	1.2	1.0	87%	1.2	0.9	80%
Departmental Headquarters	1.1	0.8	1.2	1.0	87%	1.2	0.9	80%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>End Strength in Units</u>	<u>13.5</u>	<u>14.2</u>	<u>14.2</u>	<u>14.1</u>	<u>99%</u>	<u>14.2</u>	<u>14.0</u>	<u>99%</u>
<u>Individuals</u>								
Trainees and Students	0.0			0.0			0.0	
<u>Total End Strength</u>	<u>13.5</u>	<u>14.2</u>	<u>14.2</u>	<u>14.1</u>	<u>99%</u>	<u>14.2</u>	<u>14.0</u>	<u>99%</u>

Note: Details may not sum due to rounding.

Table VII-6b

AIR NATIONAL GUARD PROGRAMMED MANPOWER STRUCTURE, PROGRAMMED MANNING AND END STRENGTH
(In Thousands)

<u>ANG ENLISTED</u>	<u>FY 1995</u>		<u>FY 1996</u>			<u>FY 1997</u>		
<u>DEFENSE MISSION CATEGORIES</u>	<u>INV</u>	<u>AUTH</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>	<u>REQT</u>	<u>AUTH</u>	<u>MNG</u>
<u>Major Force Missions</u>								
Strategic Forces	7.5	7.5	9.9	9.6	97%	7.6	7.2	96%
Strategic Offense	0.8	0.9	1.6	1.6	100%	1.7	1.6	98%
Strategic Defense	6.7	6.6	8.2	8.0	97%	5.9	5.6	95%
Strategic C3	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
General Purpose Forces	69.1	74.2	71.7	69.6	97%	67.9	67.1	99%
Tactical Air Forces	40.2	43.1	38.9	38.4	99%	37.1	36.5	99%
Mobility Forces	28.2	30.4	32.1	30.5	95%	30.1	29.9	99%
Special Ops Forces	0.7	0.7	0.7	0.7	101%	0.7	0.7	101%
Counter Drug Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Missions</u>								
Intelligence and Comm	13.0	13.0	12.9	12.2	94%	14.3	12.4	87%
Intelligence	0.1	0.1	0.1	0.2	102%	0.2	0.2	90%
Communications	12.9	12.9	12.8	12.0	94%	14.1	12.2	87%
Other Defense-Wide Missions	0.5	0.5	0.5	0.5	89%	0.6	0.5	94%
Geophysical Sciences	0.5	0.5	0.5	0.5	89%	0.6	0.5	94%
Space Launch Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Nuclear Weapons Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
International Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>Defense-Wide Support Missions</u>								
Personnel Support	4.1	5.3	4.2	4.4	103%	4.3	4.4	101%
Personnel Acquisition	0.5	0.5	0.5	0.5	99%	0.5	0.5	99%
Training	0.1	1.3	0.1	0.2	100%	0.1	0.2	102%
Medical	3.5	3.5	3.7	3.7	98%	3.8	3.7	99%
Federal Agency Support	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
Other Centralized Support	1.4	1.0	1.5	1.1	73%	1.5	1.0	77%
Departmental Headquarters	1.4	1.0	1.5	1.1	73%	1.5	1.0	77%
Undistributed Adjustments	0.0	0.0	0.0	0.0	0%	0.0	0.0	0%
<u>End Strength in Units</u>	<u>95.6</u>	<u>101.4</u>	<u>100.8</u>	<u>97.4</u>	<u>97%</u>	<u>96.1</u>	<u>92.7</u>	<u>97%</u>
<u>Individuals</u>								
Trainees and Students	.7			1.2			1.2	
<u>Total End Strength</u>	<u>96.3</u>	<u>101.4</u>	<u>100.8</u>	<u>98.6</u>	<u>97%</u>	<u>96.1</u>	<u>94.0</u>	<u>99%</u>

Note: Details may not sum due to rounding.

(c) Trained in Unit Strength. The following displays ANG end strength, then adds or subtracts appropriate personnel to show the trained in unit strength. This strength is compared to wartime unit structure to compute the percent trained in units.

ANG TRAINED IN UNIT STRENGTH
(in thousands)

	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
End Strength	109.8	112.7	108.0
- Trained Pipeline*	1.8	2.4	2.4
Operating Strength	108.0	110.3	105.6
- Non Unit AGR	2.0	2.5	2.4
+ Unit A/C Personnel	0.9	0.6	0.6
Trained Unit Strength	106.9	108.4	103.8
Structure Requirements	118.2	115.2	110.6
- Non Unit Structure**	0.7	0.6	0.5
Wartime Unit Structure	117.5	114.6	110.1
% Trained in Unit	91.0%	94.1%	93.9%

*Includes categories F and P

**AGR in Management Headquarters, ANG Support Center, and ANG State Headquarters.

(d) Full-Time Support Program. Full-time manpower consists of military technicians, active Guard and Reserve (AGR), Active Component, and civil service personnel performing the day-to-day duties necessary for mission accomplishment and readiness objectives. Full-time manpower programmed for the ANG is as follows:

	<u>ANG Full-Time Support</u>		
	(In Thousands)		
	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
Military Technicians*	24.2	23.6	22.9
Civilians	1.6	1.8	1.8
Active Duty Guard/Reserve (AGR)	9.1	10.1	10.1
Active Air Force with ANG	0.9	0.7	0.7
Total**	35.8	36.2	35.5

*Includes non-dual status National Guard civilian technicians.

**Numbers may not total due to rounding.

ANG MILITARY TECHNICIANS

[illegible]

b. Individual Ready Reserves (IRR)

The IRR consists of people who have recently served in the active forces or Selected Reserve and have remaining a period of obligated service or have volunteered to remain beyond their statutory obligation. They are subject to being called to active duty during a national emergency declared by the President or the Congress. IRR end strength for FY 1995 was 74,900, and is projected to be 71,000 and 70,806, for FY 1996 and FY 1997, respectively.

2. Standby Reserve

The Standby Reserve consists of people who have completed their statutory military obligation and have chosen to maintain a reserve status, have been designated key civilian employees, or who have a temporary hardship disability. They are not in a pay status and do not generally participate in reserve training or readiness programs, but are available for active duty in time of war or a national emergency declared by Congress. The Standby Reserve end strength for FY 1995 was 11,453, and is projected to be 13,900 for FY 1996 and is 13,800 for FY 1997.

3. Reserve Component Personnel on Active Duty

The following charts depict the number of officers and enlisted members serving on active duty for training as of the last day of FY 1995 under orders specifying an aggregate period in excess of 180 days and an estimate for FY 1996 of the number that will be ordered to such duty.

Air Force Reserve

	<u>FY 1995</u>		<u>FY 1996</u>	
	<u>OFF</u>	<u>ENL</u>	<u>OFF</u>	<u>ENL</u>
Recruit and Specialized Training	-	657	-	1077
Flight Training	27	-	53	-
Professional Training in Military and Civilian Institutions	24	-	24	

Air National Guard

	<u>FY 1995</u>		<u>FY 1996</u>	
	<u>OFF</u>	<u>ENL</u>	<u>OFF</u>	<u>ENL</u>
Recruit and Specialized Training	3	476	1	621
Flight Training	201	-	204	-
Professional Training in Military and Civilian Institutions	30	-	33	-

C. Civilian Force Management

1. General

Civilians comprise approximately one third of Air Force manpower. Civilians includes Air Force Reserve and Air National Guard military technicians, who serve their units as civilians during peacetime, and as uniformed members upon mobilization. The civilian work force supports the Air Force mission in numerous capacities. Their largest concentration is in Air Force Material Command, where they perform depot level maintenance on major weapons systems, material management and distribution, basic scientific research and technology development. However, all major commands and organizations depend on the contributions of civilian employees to accomplish the mission, with civilians assigned to virtually every Air Force installation worldwide, particularly in base operating support functions and real property maintenance.

2. Major Program Changes

Air Force civilian manpower levels for FY 1997 reflect significant civilian reductions directed by DoD to reduce Defense infrastructure in conjunction with National Performance Review initiatives. DoD guidance directed a reduction in civilian work years on the order of 4 percent per year through FY 1999, dropping to 3 percent in FY 2000 and 2 percent in FY 2001. This decision accelerates reductions to include both force structure reductions Federal-wide streamlining initiatives. Air Force is working to identify changes in business practices and streamlining efforts that, along with future base closure actions, will define the remaining reductions in the civilian work force. Furthermore, Air Force will continue to emphasize outsourcing where cost effective.

Loss management tools to include hiring freezes to reduce accessions, early retirement authority, voluntary separation incentives (authorized in FY 1993 to induce increased retirements and resignations), and reduction-in-force (RIF). The Air Force plans maximum application of separation incentives within the law to increase voluntary separations and reduce the impact of RIF.

Planning actions continue for closures in FY 1996 and the outyears for the CONUS and overseas bases identified for closure. Reduction-in-force notifications are made to Congress where required, employees are registered in priority placement programs, and retraining activities are initiated in coordination with the host States and the Department of Labor under the Job Training Partnership Act.

Table VII-7
Air Force
CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL		BUDGET				FY 95-97 NO.	WY CHANGE %
	FY 95 ES	WY	FY 96 ES	WY	FY 97 ES	WY		
MAJOR FORCE	70368	72124	69169	69628	67534	68388	-3736	-5.2%
Strategic Forces	9151	9600	9090	8785	8139	8620	-980	-10.2%
Strategic Offense	5240	5679	4967	4858	4962	4967	-712	-12.5%
Strategic Defense	3553	3532	3753	3570	2779	3269	-263	-7.4%
Strategic C	358	389	370	357	398	384	-5	-1.3%
General Purpose Forces	61217	62524	60079	60843	59395	59768	-2756	-4.4%
Land	0	0	0	0	0	0	0	N/A
Tactical Air	34656	35326	32981	33682	32675	32865	-2461	-7.0%
Naval	0	0	0	0	0	0	0	N/A
Mobility	25224	25811	25662	25784	25448	25666	-145	-0.6%
Special Operations	1233	1264	1267	1239	1272	1237	-27	-2.1%
Counter Drug Support	104	123	169	138	0	0	-123	-100.0%
DEFENSE-WIDE	24082	24202	24756	25451	24478	25025	823	3.4%
Intell/Comm	7831	8311	8767	9100	9195	9219	908	10.9%
Intelligence	2539	2765	2661	2919	2975	3054	289	10.5%
Communications	5292	5546	6106	6181	6220	6165	619	11.2%
Research & Development	10884	11002	10676	10970	10141	10563	-439	-4.0%
Science & Technology	5034	4712	4826	4826	4397	4614	-98	-2.1%
Undistributed	0	0	0	0	0	0	0	N/A
Management & Support	5850	6290	5850	6144	5744	5949	-341	-5.4%
Other Defense-Wide Mssns	5367	4889	5313	5381	5142	5243	354	7.2%
Geophysical Sciences	2919	2816	2769	2801	2717	2758	-58	-2.1%
Space Launch Support	817	768	796	798	814	806	38	4.9%
Nuclear Weapons	2	0	0	0	0	0	0	N/A
International	1627	1305	1748	1782	1611	1679	374	28.7%
DEFENSE-WIDE SPT	91981	92569	89432	91305	85883	87794	-4775	-5.2%
Logistics	58421	59344	55421	57522	53076	54540	-4804	-8.1%
Supply Operations	2704	2789	2483	2505	2626	2624	-165	-5.9%
Maintenance	28878	29086	27429	28669	25840	26730	-2356	-8.1%
Other Logistics	26839	27469	25509	26348	24610	25186	-2283	-8.3%
Personnel	20942	21090	20985	20881	20383	20616	-474	-2.2%
Acquisition	2102	1981	2195	2188	2223	2221	240	12.1%
Training	10862	10945	10944	10896	10718	10889	-56	-0.5%
Medical	7426	7676	7341	7250	6894	6963	-713	-9.3%
Federal Agency	6	6	7	6	7	7	1	16.7%
Other Personnel	546	482	498	541	541	536	54	11.2%
Other Centralized Support	12618	12135	13026	12902	12424	12638	503	4.1%
Departmental Hq	12618	12135	13026	12902	12424	12638	503	4.1%
GRAND TOTAL	186431	188895	183357	186384	177895	181207	-7688	-4.1%
Direct	179786	181968	176547	179501	171249	174457	-7511	-4.1%
Indirect	6643	6927	6810	6883	6646	6750	-177	-2.6%

1/ As reflected in FY 97 Presidents Budget.

III. AIR FORCE MANPOWER REQUIREMENTS BY DEFENSE MISSION CATEGORY (DMC)

A. Major Force Missions

1. Strategic Forces

a. Strategic Offense (In Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	32.2	30.6	29.9
<u>Reserve</u>			
ANG	0.8	1.8	1.8
AFR	0.5	0.5	0.5
<u>Civilian</u>	5.2	4.9	4.9

The FY 1996 military decrease results from bomber force restructure adjustments (-312), continued retirement of Minuteman II ICBMs (-220), management headquarters restructuring (-223), A-76 contracting initiatives (-210), training program restructuring (-280), and restructuring of strategic forces (-293). The FY 1997 military decrease results from bomber force structure adjustments (-93), continued retirement of Minuteman II ICBMs (-293), training program restructuring (-110), base closure actions (-106), and strategic force structure adjustments (-130).

The Air National Guard manpower increase for FY 1996 results from the transfer of conventional B-1 aircraft from the active component (+990).

b. Strategic Defense (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	5.0	4.3	3.9
<u>Reserve</u>			
ANG	7.5	9.0	6.4
AFR	0.2	0.2	0.2
<u>Civilian</u>	3.5	3.7	2.7

The FY 1996 decrease in military is due to a restructure in the joint surveillance system (-167), transfer of First Air Force to the Air National Guard (-271), and streamlining of the USSPACECOM support structure (-202). The FY 1997 military decrease results from continued transfer of active components of First Air Force to the Air National Guard (-480). The FY 1997 decrease in civilian manpower is due to the reduction in Air National Guard F-16 air defense squadrons (-970).

The FY 1996 Air National Guard manpower increase results from the continued transfer of command and control of 1st Air Force to the ANG (+737), the transfer of a mission support from the active component (+306), and understrength in FY 1995 (+458). The FY 1997 Air National Guard decrease is the result of a force restructure from strategic defense to tactical forces (-2611).

c. Strategic C3 Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	5.4	5.0	4.9
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.3	0.3	0.4

The FY 1997 military decrease is due to infrastructure streamlining (-123) and military-to-civilian conversions (-40).

2. General Purpose Forces

a. Tactical Air Forces Manpower (in Thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	120.4	116.9	114.2
Reserve			
ANG	44.1	42.1	40.4
AFR	14.6	11.7	11.7
<u>Civilian</u>	34.6	32.9	32.6

The FY 1996 decrease in military end strength resulted from continued force structure drawdown (-1580), CONUS and European closures and other withdrawal actions (-850), transfer of resources for the Defense Airborne Reconnaissance Office (-365), management headquarters reductions (-40), command and control program restructure (-525), productivity program initiatives (-140), and military-to-civilian conversions (-50). These reductions were partially offset with increases to support joint programs (+40). The FY 1997 military end strength reduction is the result of force structure drawdowns (-1000), management headquarters reductions (-163), command and control restructure (-260), Panama Canal Treaty withdrawal actions (-225), military-to-civilian conversions (-40), and contracting initiatives (-1090). These reductions were partially offset with increases to support joint programs (+80). The FY 1996 decreases in civilian end strength were due to reductions in force structure (-1050), National Performance Review (-585), contracting initiatives (-35), and infrastructure streamlining initiatives (-85). These reductions were offset by increases in child development facilities (+30) and military-to-civilian conversions (+50). The FY 1997 civilian end strength decreases resulted from National Performance Review (-146), Panama Canal Treaty withdrawal actions (-110), and infrastructure streamlining initiatives (-100). These reductions were offset with increases for child development facilities (+10) and military-to-civilian conversions (+40).

The FY 1996 Air National Guard manpower decrease results from the conversion of two units, one to Strategic Offense (-794), and one to Mobility Forces (-555), and a force structure reduction in Mission Support, as directed by the two MRC requirements (-1731). Within Tactical Forces a unit conversion results in an additional decrease (-176). Partially offsetting these decreases is the transfer of a mission from the

Active Component, an increase in Test and Evaluation and fighter force structure (+1249). The FY 1997 Air National Guard manpower decrease results from downsizing initiatives (-1752).

The FY 1996 decrease in AFR strength is due to the drawdown of F-16 aircraft (-1115), the two-level maintenance manpower reductions (-165), and a reduction in Civil Engineering assets as dictated by the two major regional conflict requirements (-1963).

b. Mobility Forces Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	55.7	50.3	49.3
Reserve			
ANG	33.4	36.1	35.5
AFR	40.0	38.2	37.5
<u>Civilian</u>	25.2	25.6	25.4

The FY 1996 decrease in military manpower results from base closures (-1800), the savings associated with the conversion of aircraft maintenance at Altus AFB from a military work force to an in-house civilian work force (-885), continued reductions in C-141s (-1250), C-130s (-175), KC-135s (-1450), and C-5s (-600). Decreases were partially offset by increases in the C-17 (+760). The FY 1997 decrease in military manpower results from continued reductions in C-141s (-1050) and KC-135 (-40) which was partially offset by increases in the C-17 (+90). The decrease in civilians for FY 1997 results from civilian work force adjustments (-150) and decreases in the C-141 (-50).

The FY 1996 Air National Guard increase results from the conversion of a unit from Tactical Forces (+768), an increase in aerial port capability (+329) and additional ANG participation in aerial refueling (+64). An increase in Medical readiness (+194) and understrength in FY 1995 (+960) contribute to the overall increase in Mobility Forces. The FY 1997 ANG manpower decrease results from a force structure drawdown in PAA (-563).

The FY 1996 decrease in AFR strength is due to the modernization of airlift in the C-141 program (-1930) and the C-5 program (-280), the aerial port downsizing (-450), and two-level maintenance (-267). These decreases were offset in part by increases in the C-17 program (+1127).

In FY 1997 the AFR reductions are due to the C-141 program (-712) driven by the two major regional conflict requirement.

c. Special Operations Forces Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY97</u>
<u>Military</u>			
Active	9.0	9.2	9.2
Reserve			
ANG	0.8	0.8	0.8
AFR	1.1	1.1	1.1
<u>Civilian</u>	1.2	1.2	1.2

d. Counter Drug Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY97</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.1	0.1	0.0

The civilian decrease in FY 1996 results from reductions in counter drug support (-169).

B. Defense-Wide Missions

1. Intelligence & Communications

a. Intelligence Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	17.6	18.8	19.8
Reserve			
ANG	0.0	0.1	0.1
AFR	2.0	2.1	2.1
<u>Civilian</u>	2.5	2.6	2.9

The military increase in FY 1996 results from an increase in the Defense Airborne Reconnaissance Office (+486) and unit understrength in FY 1995 (+1188), which is partially offset by programmatic reductions in classified programs (-419). The military and civilian increases in FY 1997 result from programmatic increases in classified programs of +940 military and +314 civilians.

b. Communications Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	15.4	14.9	14.0
Reserve			
ANG	13.5	12.7	12.9
AFR	1.3	1.2	1.3
<u>Civilian</u>	5.2	6.1	6.2

The military decrease in FY 1996 results from base closures (-314), implementation of Superhighway 2000 (-96) and the realignment of Central Design Activities to DBOF (-1376), which is partially offset by communications restructuring initiatives (+1235). The civilian increase in FY 1996 results from communications restructuring initiatives (+1057) and unit understrength in FY 1995 manning (+435), which is partially offset by the realignment of Central Design Activities to DBOF (-642) and civilian reductions (-36). The military decrease in FY 1997 results from base closures (-60), implementation of Superhighway

2000 (-60), and streamlining initiatives (-729). The civilian increase in FY 1997 results from the creation of the Joint Spectrum Center (+72) and communications restructuring initiatives (+42).

The FY 1996 Air National Guard manpower decrease results from downsizing initiatives (-707). The FY 1997 Air National Guard manpower increase results from assuming the Air Traffic Control Tower workload from the active component (+209).

The AFR strength reduction is FY 1996 results from downsizing initiatives (-154).

2. General Research & Development

a. Science & Technology Program Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.6	1.5	1.5
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	5.0	4.8	4.4

The decrease in civilians in FY 1997 results from the implementation of a 20 percent reduction, phased over five years, in lab infrastructure (-241), reductions in Ballistic Missile Defense manpower (-58) and the National Performance Review (-191).

b. RDT&E Management & Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	6.5	6.4	6.2
Reserve			
ANG	0.0	0.0	0.0
AFR	0.8	0.8	0.8
<u>Civilian</u>	5.8	5.8	5.7

The decrease in military in FY 1997 (-129) is a reduction in test infrastructure. The decrease in civilians is caused by the National Performance Review (-101).

3. Other Defense-Wide Missions

a. Geophysical Sciences Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	7.9	7.5	7.5
Reserve			
ANG	0.5	0.5	0.5
AFR	0.2	0.2	0.2
<u>Civilian</u>	2.9	2.7	2.7

b. Space Launch Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	2.3	2.5	2.5
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.8	0.8	0.8

c. Nuclear Weapons Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.2	0.2	0.2
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

d. International Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	3.8	3.5	3.6
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	1.6	1.7	1.6

In FY 1997, the military manpower increase is due to the requirement for instructor pilots, maintenance and support personnel at Luke AFB resulting from the sale of F-16 aircraft to Taiwan (+194). This increase is partially offset by decreases in arms control manpower requirements (-34) and Foreign Military Sales (FMS) (-27). In FY 1997, the civilian decrease is also due to FMS (-113).

C. Defense-Wide Support Missions

1. Logistics Support

a. Supply Operations Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.0	0.7	0.7
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	2.7	2.4	2.6

The civilian manpower increase in FY 1997 resulted from the transfer of the Air Force wholesale fuels operations from O&M to DBOF (+143).

b. Maintenance Operations Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.1	1.0	1.0
Reserve			
ANG	0.0	0.0	0.0
AFR	1.6	1.6	1.6
<u>Civilian</u>	28.8	27.4	25.8

In FY 1996, the civilian manpower decrease resulted from base closure actions (-1134) and logistics streamlining (-1034), which is partially offset by unit understrength in FY 1995 manning (+721). The FY 1997 civilian manpower decrease was as a result of force structure drawdowns (-1033) and base closure actions (-640), partially offset by foreign military sales adjustments (+80).

c. Other Logistics Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	12.3	11.6	10.8
Reserve			
ANG	0.0	0.0	0.0
AFR	1.2	1.2	1.2
<u>Civilian</u>	26.8	25.5	24.6

In FY 1996, the military manpower decrease resulted from acquisition streamlining (-353), base closures (-97), commissary operations transfer to the Defense Commissary Agency (-251), and unit overstrength in FY 1995 manning (-36). The FY 1996 civilian decrease resulted from base closures (-193), National Performance Review (-1435), acquisition streamlining (-459), and foreign military sales adjustments (-54), partially offset by unit understrength in FY 1995 manning (+843). In FY 1997, the military manpower decrease resulted from acquisition streamlining (-416), classified program restructures (-272), base closures (-17) and military-to-civilian conversions (-95). The FY 1997 civilian manpower decrease resulted from acquisitions streamlining (-503), force structure reductions (-105), classified program restructures (-217) and infrastructure streamlining (-170), partially offset by military-to-civilian conversions (+95).

2. Personnel Support

a. Personnel Acquisition Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	9.8	9.8	9.8
Reserve			
ANG	0.4	0.5	0.5
AFR	0.3	0.3	0.3
<u>Civilian</u>	2.1	2.2	2.2

b. Training Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	38.9	38.0	37.3
Reserve			
ANG	.7	1.4	1.4
AFR	1.8	2.1	2.2
<u>Civilian</u>	10.8	10.9	10.7

The FY 1996 military decrease is the result of military-to-civilian conversions (-316), streamlining initiatives (-69), communications (-139), and a reduction in non-prior service accessions (-354). The FY 1997 active military decreases result from reduced officer accessions (-137) and streamlining initiatives (-634). The FY 1997 decrease in civilians is due to streamlining initiatives (-227).

c. Medical Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	36.9	37.0	37.0
Reserve			
ANG	4.9	5.1	5.1
AFR	9.0	8.6	8.5
<u>Civilian</u>	7.4	7.3	6.8

The civilian decrease in FY 1997 results from the National Performance Review (-527). This action is partially offset by medical program realignment to the Defense Health Program (+82).

d. Individuals Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	5.2	6.4	6.7
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

The military increase in FY 1996 results from temporary unit undermanning in FY 1995 (+1815) partially offset by a decrease in permanent change of station moves (-637). The FY 1997 increase is caused by temporary unit undermanning (+542) and continued reduction in permanent change of station moves (-211).

e. Federal Agency Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.1	0.1	0.1
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.4	0.1
<u>Civilian</u>	0.0	0.0	0.0

f. Other Personnel Support Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	1.4	1.4	1.4
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.5	0.5	0.5

3. Other Centralized Support

a. Departmental Headquarters Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	9.6	9.2	8.7
Reserve			
ANG	2.5	2.1	2.0
AFR	3.2	3.2	3.3
<u>Civilian</u>	12.6	13.0	12.4

In FY 1997, the military manpower decrease is due to National Foreign Intelligence Program (NFIP) adjustments (-389) and infrastructure streamlining (-142). The civilian decrease in FY 1997 is due to workforce reductions (-344), NFIP adjustments (-147), and infrastructure streamlining (-334). These decreases are partially offset by increases for civilian personnel management (+166) and manpower for oversight at 95 Base Realignment and Closure (BRAC) locations (+61).

The Air National Guard reduction in manpower resulted from downsizing initiatives for FY 1996 (-445) and FY 1997 (-113).

b. Undistributed Adjustments Manpower (in thousands)

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>
<u>Military</u>			
Active	0.0	0.0	0.0
Reserve			
ANG	0.0	0.0	0.0
AFR	0.0	0.0	0.0
<u>Civilian</u>	0.0	0.0	0.0

CHAPTER VIII

DEFENSE AGENCIES AND RELATED ORGANIZATIONS

I. INTRODUCTION

In 1958, Congress authorized the Secretary of Defense to integrate as a separate organizational entity, "any supply or service activity common to more than one military department, whenever [he] determines it will be advantageous to the Government in terms of effectiveness, economy, or efficiency". Since then, the Secretary has utilized that authority several times to create most of the organizations discussed in this chapter. Such organizations are delineated in terms of either a Defense Agency, a DoD Field Activity, or a Defense Support Activity. DoD Components that did not receive their charters from the Secretary of Defense were created by Public Law. The missions of Defense Agencies vary widely, ranging from communications, mapping, intelligence, education, and logistics, to other support to the Military Services and other parts of the federal government. Functional consolidations increase the Department's efficiency and permit the Services to devote a greater portion of their resources to their primary military missions. The Secretary continues to use this management philosophy to improve the effectiveness and efficiency of Defense operations.

The Office of the Secretary of Defense (OSD), assisted by the Joint Staff (JS), oversees, assigns responsibilities, and periodically evaluates the organizational effectiveness of Defense Agencies, DoD Field Activities, and related organizations.

The missions and manpower requirement trends for the following DoD Components are discussed within this chapter:

- A. 15 Defense Agencies;
- B. 9 DoD Field Activities;
- C. 4 Defense Support Activities; and
- D. 9 Other Organizations and Centralized Accounts.

A. DEFENSE AGENCIES:

There are currently sixteen Defense Agencies. However, manpower associated with the National Security Agency is excluded from this submission pursuant to Public Law 86-36.

1. Advanced Research Projects Agency (ARPA)

ARPA manages and directs basic and applied research and development projects which involve high risk and high payoff technologies and is also responsible for Dual Use Technologies, the Technology Reinvestment Program, and Air Defense and Balanced Technology Initiatives.

2. Ballistic Missile Defense Organization (BMDO)

BMDO is an acquisition activity designed to eliminate the threat posed by ballistic missiles. The program is focused on the development, acquisition, integration, and deployment of theater missile defense and strategic defenses against ballistic missile threats.

3. Central Imagery Office (CIO)

CIO is a combat support agency responsible for ensuring responsive support to the National Command Authority, the Department of Defense, the Intelligence Community, and other government agencies on matters concerning imagery relating to national security.

4. Defense Contract Audit Agency (DCAA)

DCAA performs all necessary contract audit functions for the Department and provides accounting and financial advisory services to DoD Components involved in procurement and contract administration operations.

5. Defense Commissary Agency (DeCA)

DeCA is responsible for providing an efficient and effective worldwide resale system of groceries and household supplies to members of the Military Services, their families, and other authorized patrons; and to provide a peacetime training environment for food supply logisticians needed during wartime; and troop issue subsistence support to military dining facilities.

6. Defense Finance and Accounting Service (DFAS)

DFAS is responsible for consolidating, standardizing, and integrating finance and accounting requirements, functions, procedures, operations, and systems across DoD and to ensure their proper relationship with other functional areas.

7. Defense Intelligence Agency (DIA)

The mission of DIA is to satisfy the foreign military and military-related intelligence requirements of DoD and other authorized recipients, and to provide the military intelligence contribution to national intelligence.

8. Defense Investigative Service (DIS)

DIS is a law enforcement, personnel investigative, and industrial security agency responsible for conducting background investigations and for providing industrial security services to over twenty Federal civilian agencies.

9. Defense Information Systems Agency (DISA)

DISA is a combat support agency responsible for planning, developing, and supporting the command, control, communications, and information systems serving the needs of the National Command Authorities

during peace and war. DISA supports the interoperability of the World Wide Military Command and Control System (WWMCCS), the Defense Communications System (DCS), theater and tactical command and control systems, and those national and international commercial systems that affect the DISA mission. More recently, DISA was directed to assist in the accelerated implementation of DoD migration systems, data administration, and functional process improvements.

10. Defense Logistics Agency (DLA)

DLA provides common support supplies and worldwide logistic services across DoD and to other federal agencies and authorized foreign governments. Supply management responsibilities include clothing, subsistence, medical goods, industrial and construction material, general and electronic supplies, and petroleum products. Logistic services include contract administration and management, surplus personal property reutilization and disposal, and operation of the Federal Cataloging System. Manpower requirements for the Defense Acquisition University (DAU) and the Defense Technical Information Center (DTIC) are also accounted for by DLA.

11. Defense Legal Services Agency (DLSA)

DLSA provides centralized legal advice, services, and support to selected Defense Agencies and Activities.

12. Defense Mapping Agency (DMA)

DMA provides global geospatial information, products, and services to support and advance national security objectives. DMA supports the Unified Combatant Commands and Services in operational missions, safety of flight and navigation, training, and weapon system development. DMA's digital data guide precision weapons and support analytical systems for C2 mission planning and rehearsal, modeling and simulation, and wargaming. DMA also supports marine navigation safety with nautical charts, navigation data, and update notices.

13. Defense Nuclear Agency (DNA)

DNA provides nuclear expertise and performs essential missions in the areas of nuclear weapons stockpile support, nuclear effects research and operational support, and nuclear threat reduction, including arms control verification technology development for DoD. DNA supports related defense needs including research and advanced development of capabilities for military responses to the proliferation of weapons of mass destruction. DNA provides support to the Chairman of the Joint Chiefs of Staff and Commanders of Unified Combatant Commands in analyzing planning and action options for nuclear and other designated advanced weapons, to include weapon system lethality and operability, and reconstituting forces.

14. Defense Security Assistance Agency (DSAA)

DSAA directs, administers, and supervises the execution of DoD security assistance programs. These programs include Foreign Military Sales, International Military Education and Training, and Foreign Military Financing programs.

15. National Security Agency (NSA)

NSA is established as a combat support agency responsible for the centralized coordination, direction, and performance of highly specialized technical functions in support of foreign intelligence and U.S. communications and computer security.

16. On-Site Inspection Agency (OSIA)

OSIA was created by Presidential directive to manage and coordinate on-site inspections used to collect information for monitoring the Intermediate-Range Nuclear Forces Treaty and other treaties, as assigned:

B. DOD FIELD ACTIVITIES:

There are currently nine DoD Field Activities that perform services more limited in scope than those of Defense Agencies. The Defense Civilian Personnel Management Service (DCPMS) and the Defense Prisoners of War/Missing in Action Office (DPMO), established in 1993, represent the most recent DoD Field Activity creations.

1. **American Forces Information Service (AFIS)** is responsible for the management of DoD's internal information programs and the Armed Forces Radio and Television Service.

2. **Defense Civilian Personnel Management Service (DCPMS)** is responsible for consolidating common administrative personnel functions, providing civilian personnel policy support, and providing functional information management to DoD components.

3. **Defense Medical Program Activity (DMPA)** is responsible for managing the DoD Unified Medical Program and all aspects of the DoD information systems used to support military health care and medical facility construction projects.

4. **Department of Defense Education Activity (DoDEA)** administers and operates primary and secondary schools for the dependents of Defense personnel assigned overseas; and in CONUS and Puerto Rico where state and local school systems are unable to either accommodate military dependents or provide a comparable public education. DoDEA also administers the Family Advocacy Program involving military child and spouse abuse initiatives.

5. **Defense Prisoners of War/Missing in Action Office (DPMO)** provides centralized management of prisoner of war/missing in action (POW/MIA) affairs within the Department.

6. **Defense Technology Security Administration (DTSA)** administers the DoD's technology security program concerned with the processing of export license applications.

7. Office of the Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS) administers civilian health and medical care programs for retirees, dependents, and survivors of active duty, retired, and deceased Service members. OCHAMPUS also administers a similar program for selected beneficiaries of the Veterans Administration.

8. Office of Economic Adjustment (OEA) provides economic advice and assistance projects to communities significantly affected by major DoD program changes such as base closures, contract cutbacks, reductions-in-force, or substantial Defense-oriented growth.

9. Washington Headquarters Services (WHS) provides administrative support (including space management, budget and accounting, personnel, and security) to OSD and to various other DoD Components, as assigned.

C. DEFENSE SUPPORT ACTIVITIES (DSAs):

DSAs were established as separate DoD organizational entities on December 5, 1991. The primary mission of a DSA is to perform technical and/or analytical support in specific areas of interest, to select OSD principal staff assistants. Designated Defense Agencies administratively support the following DSAs:

1. Defense Manpower Data Center (DMDC);
2. C4I Integration Support Activity (CISA);
3. Plans and Program Analysis Support Center (PPASC); and
4. Under Secretary of Defense Acquisition and Technology (USDA&T).

D. OTHER ORGANIZATIONS/CENTRALIZED ACCOUNTS:

Other DoD components created by public law, and accounts centralized for program visibility purposes, include:

1. U.S. Court of Appeals for the Armed Forces (CAAF) serves as the supreme court of the United States system of military justice. It has jurisdiction over every court-martial case involving death, flag or general officers, dismissals, discharges, and confinement for a year or more.

2. Drug Enforcement and Policy Support (DEPS) Account consolidates all DoD resources required to implement DoD's contribution to the President's National Drug Control Strategy. DoD acts as the single lead federal agency responsible for detecting and monitoring of aerial and maritime transit of illegal drugs into the United States. Manpower associated with this program is executed as reimbursable manpower in Military Services and selected Defense Agencies/Activities accounts. Although military strength is not allocated to this account, military man-hours that support both training and drug interdiction activities make a significant contribution.

3. Defense Health Program (DHP) Account consolidates all DoD medical resources with the exception of field/numbered medical units, hospital ships, and ship-board medical operations. Military and civilian manpower associated with this account is executed on a reimbursable basis and accounted for in Military Service and selected Defense Agencies/Activities.

4. DoD Inspector General (IG) serves as an independent and objective official within the Department of Defense responsible for the prevention and detection of fraud, waste and abuse.

5. Joint Staff (JS) supports the Chairman of Joint Chiefs of Staff in his role as the principal military advisor to the President, the National Security Council, and the Secretary of Defense.

6. Office of the Secretary of Defense (OSD) is the principal staff element of the Secretary, responsible for overall policy development, planning, resource management, fiscal, and program evaluation.

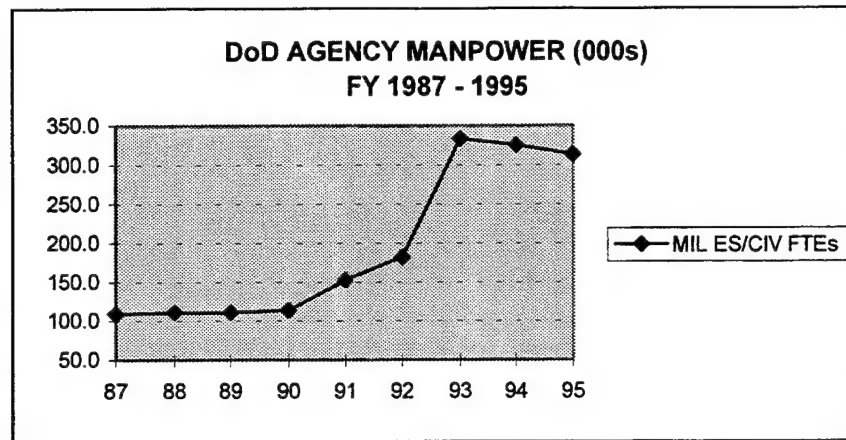
7. Uniformed Services University of the Health Sciences (USUHS) is a fully accredited four-year School of Medicine authorized to grant advanced academic degrees in basic medical sciences and public health. The primary mission is to select, educate, and train qualified applicants to become "military" physicians. The university is scheduled for closure in FY 1999. The USUHS manpower levels include personnel assigned to the Armed Forces Radiobiology/Research Institute.

8. United States Special Operations Command (USSOCOM) is a unified combatant command with worldwide responsibilities to train, maintain, and provide Special Operations Forces (SOF) to the five theater unified commands. Manpower associated with USSOCOM is executed on a reimbursable basis in Military Service accounts.

9. United States Transportation Command (USTRANSCOM) is a unified combatant command with a dual-hatted Commander serving as Commander in Chief, United States Transportation Command (USCINCTrans) and Commander, Air Mobility Command (AMC/CC). USCINCTrans is the DoD single manager for transportation, other than service-unique or theater-assigned transportation assets. USTRANSCOM provides global air, land, and sea transportation for DoD in peace and war and is responsible for transportation aspects of worldwide mobility planning, operation of Joint Operation Planning and Execution System (JOPES), and centralized global transportation management. Manpower associated with USTRANSCOM is executed on a reimbursable basis in Military Service accounts.

II. SIGNIFICANT HIGHLIGHTS

Between FY 1987 and FY 1995, the amount of military and civilian manpower allocated to Defense Agency accounts almost tripled (from 108,997 in FY 1987 to 313,671 in FY 1995), as depicted.



Most of the growth occurred in organizational creations resulting from further consolidations of Defense-wide missions and functions. Such creations include:

- o Central Imagery Office
- o Defense Commissary Agency
- o Defense Finance and Accounting Agency
- o On-Site Inspection Agency
- o Defense Civilian Personnel Management Service
- o Defense Prisoners of War/Missing in Action Office

Over this same period, the missions of the Defense Logistics Agency, Defense Information Systems Agency, and the Department of Defense Education Activity were significantly expanded. Most of the migration of functions from the Military Departments was the result of Defense Management Reform during the FY 1990-95 time frame.

Between FY 1995 and FY 1997, Defense Agency military and civilian manpower is programmed to decline by approximately three percent (from 308.9 thousand to 300.8 thousand). Military and civilian levels, by organizational component, are depicted at Table VIII-1. The civilian reduction is four percent, or 5,544 workyears, compared to a programmed reduction in military strength of approximately two percent. In FY 1997, the functional transfer of the Navy's Defense Printing Service to Defense Logistics Agency accounts for an increase of over 2,000 civilians to the Defense Agency accounts. The civilian reduction reflects implementation of the Department's Bottom Up Review (BUR) and associated strategy for streamlining DoD infrastructure functions. Defense Agency civilian reductions by Defense Mission Category and by each organizational component are portrayed at Tables VIII-2 and 3, respectively. Most of these reductions are expected to be achieved in the areas of Defense-wide logistics, personnel support, and management headquarters activities.

The Department will continue to streamline DoD infrastructure through FY 2001 as budget authority continues to decline. Civilian workyear planning estimates through FY 2001 are reflected on the following chart.

	<u>FY 1998</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>
Agencies	133,913	128,836	125,068	121,988

By 2001, the Department expects to fund a civilian work force level in DoD Agencies that is 15 percent less than the level executed in FY 1995.

TABLE VIII-I

DEFENSE AGENCY MANPOWER 1/
(FY 1995-97)

	FY 95 ACTUAL			FY 96 BUDGET			FY 97 BUDGET					
	MIL	ES	CIV FTE	TOTAL	MIL	ES	CIV FTE	TOTAL	MIL	ES	CIV FTE	TOTAL
Defense Agencies 1/												
ARPA	20		190	210	19		210	229	19		210	229
BMDO	133		188	321	139		320	459	138		382	520
COMM/INTEL 2/	4,144		12,251	16,395	5,444		12,626	18,070	5,205		12,298	17,503
DCAA	0		5,145	5,145	0		4,896	4,896	0		4,791	4,791
DECA	420		17,742	18,162	19		17,612	17,631	19		16,322	16,341
DFAS	1,783		23,474	25,257	1,710		23,287	24,997	1,659		22,505	24,164
DIS	0		2,961	2,961	0		2,741	2,741	0		2,604	2,604
DLA	1,251		52,795	54,046	1,513		50,623	52,136	1,468		49,898	51,366
DLSA	11		74	85	13		76	89	13		76	89
DMA	252		7,061	7,313	256		6,941	7,197	253		6,667	6,920
DNA	404		553	957	419		580	999	414		554	968
DSAA	24		92	116	25		92	117	24		92	116
OSIA	544		290	834	689		320	1,009	681		343	1,024
SUBTOTAL	8,986		122,816	131,802	10,246		120,324	130,570	9,893		116,742	126,635
DoD Field Activities:												
AFIS	321		372	693	385		393	778	379		374	753
DCPMS	0		341	341	0		390	390	0		405	405
DMPA	33		93	126	22		92	114	22		88	110
DODEA	0		13,818	13,818	2		13,347	13,349	2		13,238	13,240
DPMO	11		67	78	42		89	131	42		85	127
DTSA	40		76	116	44		82	126	42		78	120
OCHAMPUS	7		222	229	10		211	221	10		200	210
OEA	9		45	54	3		43	46	3		41	44
WHS	178		1,588	1,766	155		1,619	1,774	151		1,524	1,675
SUBTOTAL	599		16,622	17,221	663		16,266	16,929	651		16,033	16,684
Defense Support Activities:												
DMDC	8		247	255	7		268	275	10		256	266
PPASC 3/	0		91	91	17		143	160	17		147	164
USDA&T	0		210	210	0		224	224	0		205	205
SUBTOTAL	8		548	556	24		635	659	27		608	635
Other Organizations/Activities:												
CAAF	0		53	53	0		59	59	0		59	59
DEPS	0		(1,242)	(1,242)	0		1,343	1,343	0		1,327	1,327
DHP 4/	105,353		(47,143)	105,353	103,585		(45,918)	103,585	102,892		(44,068)	102,892
IG	33		1,621	1,654	31		1,538	1,569	31		1,453	1,484
JS	1,153		205	1,358	1,176		216	1,392	1,159		215	1,374
OSD	545		1,650	2,195	466		1,593	2,059	462		1,517	1,979
USUHS 5/	816		753	1,569	869		810	1,679	859		770	1,629
SOCOM 4/	29,306		(2,659)	29,306	29,701		(2,696)	29,701	29,833		(2,695)	29,833
TRANSCOM 4/	17,812		(6,244)	17,812	17,246		(6,166)	17,246	16,310		(5,796)	16,310
SUBTOTAL	155,018		4,282	159,300	153,074		5,559	158,633	151,546		5,341	156,887
TOTAL 1/	164,611		144,268	308,879	164,007		142,784	306,791	162,117		138,724	300,841

1/ Does not include NSA; available on request.

2/ Includes DISA, DIA, and CIO.

3/ Includes CISA.

4/ Civilians are counted in Military Service and selected Defense Agency accounts.

5/ Includes Armed Forces Radiobiology Research Institute (AFRRI).

TABLE VIII-2

DEFENSE AGENCY CIVILIANS BY DEFENSE MISSION CATEGORY 1/

	ACTUAL		BUDGET		FY 95-97 WY CHANGE	
	FY 95		FY 96	FY 97	FY 95-97 WY CHANGE	
	WY		WY	WY	NO.	%
MAJOR FORCE	416		1663	1709	1293	310%
Strategic Forces	188		320	382	194	103%
Strategic Defense	188		320	382		
General Purpose Forces	228 2/		1343 3/	1327 3/	1099	482%
Counter Drug Support	228		1343	1327	1099	482%
DEFENSE-WIDE	23746		24264	23521	-225	-1%
Intelligence/Communications	15089		15477	15015	-74	0%
Intelligence	7236		7912	7608	372	5%
Communications	7853		7565	7407	-446	-6%
Research & Development	1007		1109	1105	98	10%
Science & Technology	260		304	306	46	18%
Undistributed	150		158	155	5	3%
Management & Support	597		647	644	47	8%
Other Defense-Wide Missions	7650		7678	7401	-249	-3%
Geophysical Sciences	6924		6900	6626	-298	-4%
Nuclear Weapons	450		476	450	0	0%
International	276		302	325	49	18%
DEFENSE-WIDE SUPPORT	120106		116857	113494	-6612	-6%
Logistics	70299		67975	65942	-4357	-6%
Supply Operations	70016		67707	65669	-4347	-6%
Other Logistics	283		268	273	-10	-4%
Personnel	15699		15293	15117	-582	-4%
Training	853		850	812	-41	-5%
Medical	315		313	288	-27	-9%
Other Personnel	14531		14130	14017	-514	-4%
Other Centralized Support	34108		33589	32435	-1673	-5%
Departmental Headquarters	34108		33589	32435	-1673	-5%
GRAND TOTAL	144268		142784	138724	-5544	-4%
Direct	141879		140336	136255	-5624	-4%
Indirect	2389		2448	2469	80	3%

1/ As reflected in FY 97 President's Budget.

2/ Excludes 1,014 accounted for in Military Departments' totals (reflected in DMRR Chapters IV-VII).

3/ Includes programming for Military Departments' contributions of 1,075 for FY 1996 and 1,094 for FY 1997.

TABLE VIII-3

CIVILIAN WORKYEAR CHANGE BY DEFENSE AGENCY 1/
(FY 1995-97)

	ACTUAL	BUDGET		FY 95-97 WY CHANGE	
	FY 95	FY 96	FY 97	No.	%
Defense Agencies 1/					
ARPA	190	210	210	20	11%
BMDO	188	320	382	194	103%
COMM/INTEL 2/	12,119	12,626	12,298	179	1%
DCAA	5,145	4,896	4,791	-354	-7%
DECA	17,742	17,612	16,322	-1,420	-8%
DFAS	23,474	23,287	22,505	-969	-4%
DIS	2,961	2,741	2,604	-357	-12%
DLA	52,795	50,623	49,898	-2,897	-5%
DLSA	74	76	76	2	3%
DMA	6,965	6,941	6,667	-298	-4%
DNA	553	580	554	1	0%
DSAA	92	92	92	0	0%
OSIA	290	320	343	53	18%
SUBTOTAL	122,588	120,324	116,742	-5,846	-5%
DoD Field Activities:					
AFIS	372	393	374	2	1%
DCPMS	341	390	405	64	19%
DMPA	93	92	88	-5	-5%
DODEA	13,818	13,347	13,238	-580	-4%
DPMO	67	89	85	18	27%
DTSA	76	82	78	2	3%
OCHAMPUS	222	211	200	-22	-10%
OEA	45	43	41	-4	-9%
WHS	1,588	1,619	1,524	-64	-4%
SUBTOTAL	16,622	16,266	16,033	-589	-4%
Defense Support Activities:					
DMDC	247	268	256	9	4%
PPASC 3/	91	143	147	56	62%
USDA&T	210	224	205	-5	-2%
SUBTOTAL	548	635	608	60	11%
Other Organizations/Activities:					
CAAF	53	59	59	6	11%
DEPS	228	4/ 1,343	5/ 1,327	5/ 1,099	482%
DHP 6/	(47,143)	(45,918)	(44,068)	(3,075)	(7%)
IG	1,621	1,538	1,453	-168	-10%
JS	205	216	215	10	5%
OSD	1,650	1,593	1,517	-133	-8%
USUHS 7/	753	810	770	17	2%
SOCOM 6/	(2,659)	(2,696)	(2,695)	(36)	(1%)
TRANSCOM 6/	(6,244)	(6,166)	(5,796)	(448)	(7%)
SUBTOTAL	4,510	5,559	5,341	831	18%
TOTAL 1/	144,268	142,784	138,724	-5,544	-4%

1/ Does not include NSA; available on request.

2/ Includes DISA, DIA, and CIO.

3/ Includes CISA.

4/ Excludes 1,014 accounted for in Military Department's totals (reflected in DMRR Chapters IV-VII).

5/ Includes programming for Military Departments of 1,075 for FY 1996 and 1,094 for FY 1997.

6/ Civilians are counted in Military Service and selected Defense Agency accounts.

7/ Includes Armed Forces Radiobiology Research Institute (AFRRI).

CHAPTER IX

COST OF MANPOWER

I. INTRODUCTION

This chapter discusses the DoD manpower program from a fiscal perspective. It provides a concise statement of the Department's FY 1995, FY 1996 and FY 1997 cost of manpower. (Note: Civilian cost data not available at this time.)

The remainder of the chapter is organized into three sections.

Section II Summary costs and trends.

Section III Detailed Manpower Costs

- FY 1995
- FY 1996
- FY 1997

Section IV Pay tables for military and civilian employees.

II. SUMMARY COSTS AND TRENDS

Table IX-1 shows military manpower costs and total DoD end strength data included in the FY 1997 Budget. Table IX-2, Percentage Pay Raises, presents a historical display of pay raises for each year since 1974 for the military, general schedule, and wage board pay structures. Definitions of the summary cost categories are at the end of this section.

TABLE IX-1*
DEFENSE MANPOWER COSTS
(Budget Authority, \$ Billion)

<u>Military Manpower Costs</u>	<u>FY 1995</u>	<u>FY 1996</u>	<u>FY 1997</u>
Military Personnel Appropriations	62.1	60.4	60.6
Reserve and Guard Personnel Appropriations	9.5	9.2	9.1
TOTAL COST	71.6	69.6	69.8

END STRENGTHS (thousands)

Active Military	1,519	1,482	1,457
Selected Reserve	946	931	901
Civilian (FTEs)	865	841	807
Retired Military	1,813	1,833	1,854

*Totals may not sum due to rounding.

TABLE IX-2
PERCENTAGE PAY RAISES^{a/}

<u>FY</u>	<u>Military</u>	<u>General Schedule</u>	<u>Wage Board</u>
74	4.8	4.8	10.2 ^{b/}
75	5.5	5.5	8.9
76	5.0	5.0	9.0
77	4.8	4.8	8.3
78	7.1	7.1	7.9
79	5.5	5.5	5.3
80	7.0	7.0	6.4
81	11.7	9.1	9.1
82	14.3 ^{c/}	4.8	4.8
83	4.0	4.0	4.0
84	4.0	3.5	3.5
85	4.0	3.5	3.5
86	3.0	0.0	0.0
87	3.0	3.0	3.0
88	2.0	2.0	2.0
89	4.1	4.1	4.1
90	3.6	3.6	3.6
91	4.1	4.1	4.1
92	4.2	4.2	4.2
93	3.7	3.7	3.7
94	2.2	3.6	2.0
95	2.6	3.07 ^{d/}	2.6 ^{d/}
96	2.4	2.4 ^{e/}	^{f/}
97	3.0	3.0	3.0

^{a/}This table expresses percentage increases over the previous year's pay scale. General Schedule and Wage Board percents are for base salary only. The military figures are the overall average percentage increase in basic pay, basic allowance for quarters, and basic allowance for subsistence.

^{b/}Includes approximately 4 percent catch-up increase upon the release from economic controls effective the first pay period after April 30, 1974.

^{c/}Enlisted basic pay raises for FY 1982 ranged from 10 percent for pay grade E-1 to 17 percent for E-7 through E-9. All warrant officers and commissioned officers received a 14.3 percent increase.

^{d/}The average pay raise in FY 1995 for DoD is approximately 3.07 percent for GS personnel and 2.6 percent for Wage Grade personnel.

^{e/}The FY 1997 budget contains a 3.0 percent across the board pay raise for all civilian employees effective January 1, 1996.

^{f/}Each wage area was granted a different adjustment.

III. DETAILED MANPOWER COSTS

The costs in this section are derived from detailed budget exhibits submitted to Congress and, therefore, are stated as total Budget Authority (BA).

Tables IX-3 through IX-5 provide details of manpower costs by DoD Component. Key elements are indexed in the margin of these tables and defined below.

A. Definition of Cost Categories

The manpower cost categories discussed in this section are described below:

1. Military Personnel Appropriations

There is one appropriation for each Service which funds active component military pay, cash allowances, matching Social Security contributions (FICA), enlistment and reenlistment bonuses, permanent change of station travel expenses, the cost of feeding military people (subsistence-in-kind), the cost of individual clothing, and retired pay accrual costs.

2. Military Retired Pay

Prior to FY 1985, military retired pay was funded by the Military Retired Pay appropriation. This appropriation, managed by DoD, provided funds for the compensation of military personnel retired from previous service. Commencing in FY 1985, DoD implemented a new accrual accounting system for military retired pay. Under this concept, accrual costs are budgeted in the Military Personnel accounts (Active and Reserve Components) and subsequently transferred to a new Military Retirement Trust Fund. Retired pay is paid from the trust fund. Beginning in FY 1987, separate accrual calculations are made for members on active duty and members of the Ready Reserve who serve in a part-time status. Unfunded liability for retired pay will be liquidated over a period of time to be determined by the DoD Retirement Board of Actuaries. This Board of Actuaries also determines an amortization schedule for the transfer of funds from the general fund of the Treasury to the new DoD Military Retirement Trust Fund. Retirement accrual costs are further reduced by the significant revision to the Military Retirement system in 1986 for new entrants on or after August 1, 1986. This revision reduced retirement benefits in comparison to the pre-existing system thereby reducing accrual costs.

3. Reserve and Guard Personnel Military Appropriations

There is one appropriation for each of the six Reserve Components which funds inactive duty drills; active duty for training; ROTC; full-time guard members and reservists for organization, administration, training, maintenance and other logistical support; educational and bonus programs; training; the Health Professions Scholarship Program; and management and training of the Individual Ready Reserve (IRR).

B. Definition of Cost Categories

Additional manpower cost categories discussed in this section are described below (keyed to the index numbers in Tables IX-3 through IX-5).

1. **Active Component Basic Pay** is the only element of compensation received in cash by every active duty military member. The amount of basic pay a member receives is a function of pay grade and length of military service. For this reason, the total cost of basic pay is determined by the number of man-years distributed across grade and length of service.

2. **Active Component Retired Pay Accrual** provides the funds (accrual costs) necessary to fund the retired pay accrual provision contained in 10 USC Chapter 74. Under the accrual concept, each Service budgets for retired pay in the Military Personnel account and transfers funds on a monthly basis to the new Military Retirement Trust fund from which payments are made to retirees.

3. Active Component Basic Allowance for Quarters (BAQ) is paid to military members who do not occupy government housing or when the government housing occupied is declared inadequate. There are two BAQ rates for each military grade: one for members without dependents and another for members with dependents. Members without dependents who are provided government quarters, or who are assigned to field or sea duty, receive a partial BAQ payment. BAQ costs are a function of overall strength, the grade and dependency status distribution of the force, and the numbers and condition of units of government housing.

4. Active Component Variable Housing Allowance (VHA) is paid to military members receiving BAQ who reside in areas of the United States (including Alaska and Hawaii) where housing costs exceed 80 percent of the national median housing cost or who are assigned overseas, but whose dependents reside in those areas qualifying for VHA. The cost of VHA is a function of the number of military members, by grade and dependency status, or their dependents, residing in the VHA qualifying areas.

5. Active Component Subsistence represents both the cost of food for military personnel eating in military messes and cash payments to military members in lieu of food (called Basic Allowance for Subsistence (BAS)). All officers receive BAS at the same rate. Enlisted members receive either "subsistence-in-kind" in military messes or BAS at one of three rates applicable to the following conditions: when on leave or authorized to mess separately, when a mess is not available, or when assigned to duty under emergency conditions where no U.S. messing facilities are available.

6. Incentive Pay, Hazardous Duty, and Aviation Career Incentive Pay provides incentive for service in aviation and certain hazardous duties. Included are aviation career incentive pays for rated and non-rated crew members, parachute jump pay, and demolition pay.

7. Special Pays include bonuses provided to certain medical and selected other occupations as further inducement for continued service. Also included in this category are Enlistment Bonuses, Overseas Extension Pay, Hostile Fire/Imminent Danger Pay, Foreign Language Proficiency Pay, Overseas Extension Pay, and Special Duty Assignment Pay. Special Duty Assignment Pay is authorized for enlisted personnel who have been assigned to demanding duties or duties requiring an unusual degree of responsibility. The Secretaries of the Military Departments designate the skill areas that meet these criteria.

8. Active Component Other Allowances include uniform allowances, overseas station allowances, and family separation allowances.

9. Separation Payments provide disability and non-disability Separation Pay, Terminal Leave Pay, Lump-sum Readjustment Pay, and Donations which may be given to enlisted members involuntarily discharged. The FY 1992 National Defense Authorization Act authorized the Voluntary Separation Incentive (VSI) and the Special Separation Benefit (SSB) programs. In addition, the FY 1993 Authorization Act approved the temporary use of the 15 year early retirement program. These programs will minimize the involuntary separations which would have otherwise been required to align existing personnel inventories to the smaller force structure.

10. Active Component FICA Contributions are those payments made for Old Age, Survivors, and Disability Insurance (Social Security) by the Defense Department as the employer of military personnel. Payments are influenced by the levels of basic pay and the Social Security tax rates established by law.

11. Active Component PCS Travel is the cost of moving people and their households when they enter the Service, move for training, leave the Service, are reassigned to a new duty station, or are part of a unit movement to a new duty location.

12. Cadet Pay and Allowances includes the pay and allowances of those cadets and midshipmen attending the Military Academy, the Naval Academy, the Air Force Academy, and Naval Aviation Cadets.

13. Miscellaneous Costs include death gratuities, unemployment compensation, survivor benefits, Montgomery GI Bill education (MGIB) benefit costs, adoptions expense reimbursement, and apprehension of deserters. Death gratuities are paid to beneficiaries of military personnel who die on active duty. Funds for apprehension of deserters cover the costs of finding and returning military deserters to military control. Unemployment compensation is for payment to eligible ex-service personnel. Survivor benefits provides funds for payment of benefits provided by the Veteran's Administration to spouses and children of deceased service members. MGIB costs reflect future costs for benefits budgeted on an accrual basis. Adoption expense costs reflect reimbursement of a military member for qualifying expenses.

14. Reserve Component Basic Pay includes drill pay, pay for periods of active duty for training of reserve component people, and the pay of reserve component full-time support personnel.

15. Reserve Component Retired Pay Accrual provides the funds (accrual costs) necessary to fund the retired pay accrual provision contained in 10 U.S.C. 74, the FY 1984 Defense Authorization Act (P.L. 98-94). Under the accrual concept, each Service budgets for retired pay in the Reserve and National Guard Personnel accounts and transfers funds on a monthly basis to the Military Retirement Trust Fund from which payments are made to retirees.

16. Reserve Component Allowances and Benefits include BAQ, subsistence, other allowances including special and incentive pays, and FICA payments; monthly student stipends (ROTC, Armed Forces Health Professions Scholarships, Branch Officers Basic Course, and Platoon Leader Class); Montgomery GI Bill (MGIB) educational benefits; disability and hospitalization benefits; death gratuities; administrative duty pay; adoption expense reimbursement; and management and training costs for the Individual Ready Reserve (IRR).

17. Reserve Component Clothing includes both cash allowances and in-kind clothing issued to recruits.

18. Reserve Component Travel includes the cost of travel and transportation of reserve component personnel.

19. Family Housing Appropriation (Non-Pay) funds leasing, construction, and maintenance of family housing for military personnel. The total appropriation includes funds for paying civilians, which are counted in this report under civilian costs. To avoid double counting, this civilian pay has been excluded from the Defense Family Housing cost category.

20. Civilian Salaries are the direct monetary compensation paid to civilian employees including basic pay, overtime, holiday, incentive, and special pays.

21. Civilian Benefits includes the government share of the DoD Civilian Health and Life Insurance programs, FICA, Retirement programs (Civil Service Retirement System and Federal Employees Retirement System), severance pay, disability compensation, and other such payments.

22. Personnel Support Costs include individual training, medical support (including CHAMPUS), recruiting and examining, overseas dependent education, 50 percent of all Base Operating Support costs, and other miscellaneous personnel support costs. Direct personnel costs are not included in this category since they are already included in other cost categories.

TABLE IX-3

**SUMMARY OF ENTITLEMENTS REPORT
MILITARY PERSONNEL ACTIVE APPROPRIATIONS
FISCAL YEAR 1995
(\$ IN MILLIONS)**

COST CATEGORIES	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
Basic Pay	10,719	8,905	3,060	9,081	31,765
Retired Pay Accrual	3,805	3,158	1,084	3,224	11,271
Basic Allowances - Quarters (BAQ)	1,410	1,373	353	1,243	4,379
Variable Housing Allowance (VHA)	270	544	117	286	1,217
Subsistence Allowance	924	648	235	827	2,634
(In-Kind and Cash Allowance)					
Incentive Pays	121	207	34	217	579
Special Pays	317	666	43	242	1,268
Other Allowances	758	593	201	641	2,193
Separation Pays	487	321	90	679	1,577
FICA	933	766	264	796	2,759
PCS Travel	1,119	646	223	845	2,833
Cadets	37	37	0	36	110
Miscellaneous	273	144	45	93	555
SUBTOTAL	21,173	18,008	5,749	18,210	63,140
Less Reimbursables	(166)	(256)	(14)	(665)	(1,101)
TOTAL OBLIGATIONS	21,007	17,752	5,735	17,545	62,039

TABLE IX-3a

SUMMARY OF ENTITLEMENTS REPORT
RESERVE AND GUARD MILITARY PERSONNEL APPROPRIATIONS
FISCAL YEAR 1995
(\$ IN MILLIONS)

COST CATEGORIES	ARMY RESERVE	NAVY RESERVE	MC RESERVE	AF RESERVE	ARMY		AF		TOTAL
					GUARD	GUARD	GUARD	GUARD	
Basic Pay	1,261	758	202	418	2,070	791	5,500		
Retired Pay Accrual	242	179	35	49	388	149	1,042		
Other Allowances	392	214	55	156	514	152	1,483		
Basic Allowances-Quarters	92	96	24	37	245	91	585		
Variable Housing Allowance	18	29	4	1	35	18	105		
Clothing	29	7	7	12	64	13	132		
Travel	140	131	25	102	130	60	588		
TOTAL OBLIGATIONS	2,174	1,414	352	775	3,446	1,274	9,435		

TABLE IX-3b

FY 1995 ACTIVE COMPONENT PERMANENT CHANGE OF STATION (PCS) COSTS
(\$ MILLIONS-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	98	46	26	46	216
Training travel	51	56	3	40	150
Operational travel	108	139	53	166	466
Rotational travel	616	249	88	389	1,342
Separation travel	169	117	46	132	464
Travel of Organized Units	32	18	0	23	73
Non-Temporary Storage	23	11	4	20	58
Temporary Lodging Expense	23	10	2	30	65
Total Obligations	1,120	646	222	846	2,834
Less Reimbursements	6	3	2	32	43
Total Direct Obligations	1,114	643	220	814	2,791

TABLE IX-4

**SUMMARY OF ENTITLEMENTS REPORT
MILITARY PERSONNEL ACTIVE APPROPRIATIONS
FISCAL YEAR 1996
(\$ IN MILLIONS)**

<u>COST CATEGORIES</u>	<u>ARMY</u>	<u>NAVY</u>	<u>MARINE CORPS</u>	<u>AIR FORCE</u>	<u>TOTAL</u>
Basic Pay	10,510	8,655	3,145	8,953	31,263
Retired Pay Accrual	3,458	2,845	1,033	2,946	10,282
Basic Allowances - Quarters (BAQ)	1,420	1,351	370	1,247	4,388
Variable Housing Allowance (VHA)	268	523	121	284	1,196
Subsistence Allowance	917	635	242	826	2,620
(In-Kind and Cash Allowance)					
Incentive Pays	118	205	32	216	571
Special Pays	345	664	46	254	1,309
Other Allowances	772	561	221	600	2,154
Separation Pays	479	317	104	339	1,239
FICA	924	755	273	800	2,752
PCS Travel	1,074	593	228	858	2,753
Cadets	35	36	0	36	107
Miscellaneous	199	126	48	67	440
SUBTOTAL	20,519	17,266	5,863	17,426	61,074
Less Anticipated Reprogramming	(0)	(0)	(0)	(0)	(0)
Less Reimbursables	(219)	(244)	(20)	(192)	(675)
TOTAL OBLIGATIONS	20,300	17,022	5,843	17,234	60,399

TABLE IX-4a

SUMMARY OF ENTITLEMENTS REPORT
RESERVE AND GUARD MILITARY PERSONNEL APPROPRIATIONS
FISCAL YEAR 1996
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY RESERVE</u>	<u>NAVY RESERVE</u>	<u>MC RESERVE</u>	<u>AF RESERVE</u>	<u>ARMY GUARD</u>	<u>AF GUARD</u>	<u>TOTAL</u>
Basic Pay	1,213	750	221	455	1,963	785	5,387
Retired Pay Accrual	200	163	35	49	351	140	938
Other Allowances	466	212	57	131	504	157	1,527
Basic Allowances-Quarters	85	92	25	37	226	92	557
Variable Housing Allowance	18	27	4	1	35	19	104
Clothing	36	7	8	12	66	12	141
Travel	104	128	28	101	97	55	513
TOTAL OBLIGATIONS	2,122	1,379	378	786	3,242	1,260	9,167

TABLE IX-4b

FY 1996 ACTIVE COMPONENT PERMANENT CHANGE OF STATION (PCS) COSTS
(\$ MILLIONS-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	112	58	27	47	244
Training travel	51	45	3	41	140
Operational travel	105	139	54	159	457
Rotational travel	573	215	89	409	1,286
Separation travel	159	95	48	108-	410
Travel of Organized Units	31	21	1	41	94
Non-Temporary Storage	23	10	5	22	60
Temporary Lodging Expense	21	9	2	31	63
Total Obligations	1,075	592	229	858	2,754
Less Reimbursements	(8)	(4)	(2)	(3)	(17)
Total Direct	1,067	588	227	855	2,737

TABLE IX-5
SUMMARY OF ENTITLEMENTS REPORT
MILITARY PERSONNEL ACTIVE APPROPRIATIONS
FISCAL YEAR 1997
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY</u>	<u>NAVY</u>	<u>MARINE CORPS</u>	<u>AIR FORCE</u>	<u>TOTAL</u>
Basic Pay	10,554	8,561	3,231	8,988	31,334
Retired Pay Accrual	3,441	2,788	1,051	2,930	10,210
Basic Allowances - Quarters (BAQ)	1,451	1,330	385	1,244	4,410
Variable Housing Allowance (VHA)	271	505	126	280	1,182
Subsistence Allowance	1,211	887	363	915	3,376
(In-Kind and Cash Allowance)					
Incentive Pays	113	200	33	204	550
Special Pays	291	675	49	253	1,268
Other Allowances	760	559	214	602	2,135
Separation Pays	498	198	123	159	978
FICA	913	739	277	785	2,714
PCS Travel	1,040	597	230	826	2,693
Cadets	37	35	0	36	108
Miscellaneous	208	144	50	65	467
SUBTOTAL	20,788	17,218	6,132	17,287	61,425
Less Reimbursables	(207)	(275)	(30)	(243)	(755)
TOTAL OBLIGATIONS	20,581	16,943	6,102	17,044	60,670

TABLE IX-5a

SUMMARY OF ENTITLEMENTS REPORT
RESERVE AND GUARD MILITARY PERSONNEL APPROPRIATIONS
FISCAL YEAR 1997
(\$ IN MILLIONS)

<u>COST CATEGORIES</u>	<u>ARMY RESERVE</u>	<u>NAVY RESERVE</u>	<u>MC RESERVE</u>	<u>AF RESERVE</u>	<u>ARMY GUARD</u>	<u>AF GUARD</u>	<u>TOTAL</u>
Basic Pay	1,187	755	227	449	1,955	796	5,369
Retired Pay Accrual	198	163	36	48	352	143	940
Other Allowances	422	222	56	132	530	162	1,524
Basic Allowances-Quarters	83	92	24	37	224	96	556
Variable Housing Allowance	18	27	4	1	35	20	105
Clothing	37	7	8	12	66	12	142
Travel	99	120	26	97	80	55	477
TOTAL OBLIGATIONS	2,044	1,386	381	776	3,242	1,284	9,113

TABLE IX-5b

FY 1997 ACTIVE COMPONENT PERMANENT CHANGE OF STATION (PCS) COSTS
(\$ IN MILLIONS-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	131	57	29	48	265
Training travel	52	43	3	42	140
Operational travel	99	127	56	143	425
Rotational travel	540	230	84	417	1,271
Separation travel	164	104	51	99	418
Travel of Organized Units	11	19	0	27	57
Non-Temporary Storage	23	10	5	22	60
Temporary Lodging Expense	19	9	2	27	57
Total Obligations	1,039	599	230	825	2,693
Less Reimbursements	8	4	0	3	15
Total Direct Obligations	1,031	595	230	822	2,678

IV. CURRENT PAY TABLES FOR MILITARY AND CIVILIAN EMPLOYEES (As of January 1, 1995)

Active component military pay rates are shown in Table IX-6.

Pay per training weekend for military reserve personnel is shown in Table IX-7. A training weekend is defined as four 4-hour training periods. The annual pay for reserves is a function of the number of drills, which varies by individual according to his level of authorized participation.

Current civilian pay rates are shown in Tables IX-8 (General Schedule), IX-9 (Wage Board-Appropriated Fund), and IX-10 (Wage Board-Non-appropriated Fund).

EFFECTIVE 1 JANUARY 1996

NOTE--BASIC PAY IS LIMITED TO 9016.8 BY LEVEL V OF THE EXECUTIVE SCHEDULE;

RESERVE PAY FOR 1 DRILL

EFFECTIVE 1 JANUARY 1996

PAY	YEARS OF SERVICE														
GRADE	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26
O-10	238.19	246.57	246.57	246.57	246.57	256.04	256.04	270.22	270.22	289.55	289.55	308.94	308.94	308.94	328.18
O-9	211.1	216.63	221.25	221.25	221.25	226.87	226.87	236.31	236.31	256.04	256.04	270.22	270.22	270.22	289.55
O-8	191.2	196.94	201.61	201.61	201.61	216.63	216.63	226.87	226.87	236.31	246.57	256.04	262.35	262.35	282.35
O-7	159.87	169.68	169.68	169.68	177.29	177.29	187.56	187.56	196.94	216.63	231.53	231.53	231.53	231.53	231.53
O-6	117.75	129.37	137.85	137.85	137.85	137.85	137.85	137.85	142.54	165.08	173.5	177.29	187.56	193.9	203.42
O-5	94.18	110.58	118.23	118.23	118.23	118.23	121.8	128.37	136.97	147.22	155.65	160.38	165.98	165.98	165.98
O-4	79.38	96.67	103.12	103.12	105.03	109.66	117.15	123.73	129.37	135.06	138.77	138.77	138.77	138.77	138.77
O-3	73.77	82.48	88.18	97.56	102.23	105.89	111.63	117.15	120.02	120.02	120.02	120.02	120.02	120.02	120.02
O-2	64.33	70.25	84.41	87.24	89.05	89.05	89.05	89.05	89.05	89.05	89.05	89.05	89.05	89.05	89.05
O-1	55.85	58.13	70.25	70.25	70.25	70.25	70.25	70.25	70.25	70.25	70.25	70.25	70.25	70.25	70.25

COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE DUTY SERVICE AS AN ENLISTED MEMBER OR WARRANT OFFICER

O-3E	0	0	0	0	97.56	102.23	105.89	111.63	117.15	121.8	121.8	121.8	121.8	121.8	121.8
O-2E	0	0	0	0	87.24	89.05	91.87	96.67	100.37	103.12	103.12	103.12	103.12	103.12	103.12
O-1E	0	0	0	0	70.25	75.06	77.82	80.64	83.44	87.24	87.24	87.24	87.24	87.24	87.24

WARRANT OFFICERS

W-5	0	0	0	0	0	0	0	0	0	0	0	128.27	133.13	136.98	142.75
W-4	75.16	80.64	80.64	82.48	86.23	90.03	93.81	100.37	105.03	108.72	111.63	115.23	119.09	122.8	128.37
W-3	68.31	74.1	74.1	75.06	75.93	81.49	86.23	89.05	91.87	94.62	97.56	101.37	105.03	105.03	108.72
W-2	59.83	64.73	64.73	66.61	70.25	74.1	76.91	79.73	82.48	85.38	88.18	90.95	94.62	94.62	94.62
W-1	49.84	57.15	57.15	61.92	64.73	67.5	70.25	73.15	75.93	78.76	81.49	84.41	84.41	84.41	84.41

ENLISTED MEMBERS

E-9	0	0	0	0	0	0	0	87.44	89.4	91.42	93.52	95.62	97.47	102.58	112.57
E-8	0	0	0	0	0	73.32	75.43	77.41	79.42	81.52	83.38	85.43	85.43	90.45	100.53
E-7	51.19	55.27	57.3	59.32	61.34	63.29	65.32	67.36	70.4	72.4	74.4	75.38	80.44	84.44	90.45
E-6	44.04	48.01	50	52.13	54.09	56.03	58.09	61.08	63	65.03	66.02	66.02	66.02	66.02	66.02
E-5	38.65	42.07	44.11	46.03	49.06	51.06	53.07	55.03	56.03	56.03	56.03	56.03	56.03	56.03	56.03
E-4	36.04	38.07	40.31	43.42	45.14	45.14	45.14	45.14	45.14	45.14	45.14	45.14	45.14	45.14	45.14
E-3	33.97	35.83	37.25	38.73	38.73	38.73	38.73	38.73	38.73	38.73	38.73	38.73	38.73	38.73	38.73
E-2	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69	32.69
E-1 >4	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16	29.16
E-1 <4	26.97	0	0	0	0	0	0	0	0	0	0	0	0	0	0

FY96, 2.4% Pay Rate Increase
PL 104-106, signed Feb 10, 1996

NOTE -- BASIC PAY IS LIMITED TO \$300.56
BY LEVEL V OF THE EXECUTIVE SCHEDULE
OUSD(P&R)(MPP)/COMPENSATION

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TABLE IX-8

**INCORPORATING THE 2.00% GENERAL SCHEDULE INCREASE AND
A LOCALITY PAYMENT OF 6.04%
FOR THE LOCALITY PAY AREA OF WASHINGTON-BALTIMORE,
DC-MD-VA-WV
(Net Increase: 2.54%)**

Effective January 1996

ANNUAL Rates by Grade and Step

	1	2	3	4	5	6	7	8	9	10
GS-1	\$13,132	\$13,570	\$14,006	\$14,442	\$14,880	\$15,136	\$15,566	\$16,000	\$16,019	\$16,425
2	14,764	15,116	15,606	16,019	16,197	16,673	17,149	17,625	18,101	18,577
3	16,111	16,647	17,184	17,720	18,257	18,793	19,330	19,867	20,403	20,940
4	18,085	18,688	19,292	19,895	20,499	21,102	21,705	22,309	22,912	23,515
5	20,233	20,908	21,582	22,257	22,931	23,606	24,280	24,954	25,629	26,303
6	22,554	23,305	24,057	24,809	25,561	26,313	27,065	27,816	28,568	29,320
7	25,061	25,897	26,733	27,568	28,404	29,239	30,075	30,911	31,746	32,582
8	27,756	28,682	29,607	30,533	31,459	32,385	33,310	34,236	35,162	36,088
9	30,658	31,681	32,703	33,725	34,747	35,769	36,792	37,814	38,836	39,858
10	33,762	34,887	36,012	37,137	38,262	39,387	40,513	41,638	42,763	43,888
11	37,094	38,330	39,567	40,803	42,040	43,276	44,512	45,749	46,985	48,222
12	44,458	45,941	47,423	48,906	50,388	51,871	53,353	54,835	56,318	57,800
13	52,867	54,630	56,392	58,154	59,917	61,679	63,442	65,204	66,966	68,729
14	62,473	64,556	66,639	68,721	70,804	72,887	74,969	77,052	79,134	81,217
15	73,486	75,935	78,385	80,834	83,284	85,733	88,183	90,632	93,082	95,531

REGULAR AND SPECIAL PRODUCTION FACILITATING WAGE RATE SCHEDULES FOR U. S. CITIZEN WAGE EMPLOYEES IN FOREIGN AREAS (APPROPRIATED FUND)

IX-20

TABLE IX-10

REGULAR WAGE RATE SCHEDULES FOR OVERSEAS U S. CITIZEN WAGE EMPLOYEES (NON-APPROPRIATED FUND)

HA	HA - Rates					NL - Rates					NS - Rates				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
NL-HS															
Grade	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1	4.91	5.11	5.33	5.53	5.73	5.40	5.62	5.85	6.07	6.29	6.58	6.85	7.13	7.40	7.68
2	5.41	5.62	5.86	6.08	6.29	5.95	6.20	6.43	6.70	6.95	7.08	7.37	7.66	7.96	8.26
3	5.91	6.16	6.40	6.65	6.89	6.51	6.77	7.04	7.31	7.58	7.57	7.89	8.21	8.52	8.83
4	6.40	6.67	6.94	7.20	7.47	7.04	7.34	7.63	7.92	8.22	8.06	8.40	8.74	9.07	9.41
5	6.88	7.17	7.46	7.75	8.03	7.55	7.88	8.21	8.50	8.83	8.55	8.90	9.26	9.62	9.97
6	7.37	7.67	7.98	8.29	8.60	8.10	8.44	8.78	9.10	9.46	9.01	9.41	9.78	10.15	10.53
7	7.84	8.17	8.49	8.82	9.15	8.63	8.99	9.34	9.71	10.06	9.50	9.90	10.31	10.70	11.10
8	8.32	8.67	9.02	9.36	9.71	9.16	9.54	9.92	10.30	10.68	9.98	10.40	10.82	11.23	11.65
9	8.80	9.17	9.53	9.90	10.27	9.69	10.08	10.48	10.89	11.30	10.55	11.00	11.44	11.88	12.32
10	9.27	9.66	10.05	10.43	10.82	10.20	10.63	11.05	11.48	11.90	11.13	11.59	12.05	12.52	12.98
11	9.74	10.15	10.56	10.96	11.37	10.72	11.17	11.62	12.06	12.51	11.69	12.18	12.67	13.15	13.64
12	10.21	10.64	11.07	11.49	11.92	11.23	11.70	12.17	12.64	13.10	12.26	12.77	13.28	13.79	14.30
13	10.68	11.13	11.58	12.02	12.47	11.75	12.24	12.73	13.22	13.71	12.83	13.36	13.89	14.43	14.96
14	11.16	11.62	12.08	12.55	13.01	12.27	12.78	13.29	13.80	14.31	13.38	13.94	14.50	15.06	15.61
15	11.63	12.11	12.59	13.08	13.56	12.79	13.32	13.85	14.39	14.92	13.95	14.53	15.11	15.69	16.27
16	12.10	12.58	13.06	13.54	14.02	13.25	13.78	14.31	14.84	15.37	14.50	15.08	15.66	16.24	16.82
17	12.57	13.05	13.53	14.01	14.49	13.72	14.25	14.78	15.31	15.84	15.07	15.65	16.23	16.81	17.39
18	13.04	13.52	14.00	14.48	14.96	14.19	14.72	15.25	15.78	16.31	15.54	16.12	16.70	17.28	17.86
19	13.51	13.99	14.47	14.95	15.43	14.66	15.19	15.72	16.25	16.78	16.01	16.59	17.17	17.75	18.33
20	13.98	14.46	14.94	15.42	15.90	15.13	15.66	16.19	16.72	17.25	16.48	17.06	17.64	18.22	18.80
21	14.45	14.93	15.41	15.89	16.37	15.60	16.13	16.66	17.19	17.72	16.95	17.53	18.11	18.69	19.27
22	14.92	15.40	15.88	16.36	16.84	16.07	16.60	17.13	17.66	18.19	17.42	18.00	18.58	19.16	19.74
23	15.39	15.87	16.35	16.83	17.31	16.54	17.07	17.60	18.13	18.66	17.89	18.47	19.05	19.63	20.21
24	15.86	16.34	16.82	17.30	17.78	17.01	17.54	18.07	18.60	19.13	18.36	18.94	19.52	20.10	20.68
25	16.33	16.81	17.29	17.77	18.25	17.48	18.01	18.54	19.0	19.53	18.76	19.34	19.92	20.50	21.08

APPENDIX A

GLOSSARY OF TERMS

AC: Active Component.

AFR: United States Air Force Reserve. One of two reserve components of the Air Force.

ARC: Air Reserve Components of the Air Force. Includes United States Air Force Reserve and Air National Guard.

Authorized (Manpower): Synonymous with programmed manning.

Authorized Strength Report: A Marine Corps term synonymous with programmed manning.

Billet: A programmed manpower structure space that defines, by grade and occupation, a job to be performed which is associated with a specific unit or organization (see position).

Distributable Billets: A Navy term synonymous with programmed manning.

End Strength: Manpower strength as of the last day of the fiscal year. The term may be further defined in combination with other terms but always indicates personnel strength as of September 30th, e.g.,

-Actual end strength: Prior fiscal year(s) personnel inventory.

-Budgeted end strength: As contained in a Service or DoD budget.

-Programmed end strength: As contained within the DoD Future Years Defense Program.

Force Structure: The numbers, size, and composition of the units that comprise our Defense forces; e.g., divisions, ships, air wings.

Force Structure Allowance: An Army term synonymous with active component programmed manning.

Force Structure Authorizations: An Air Force term synonymous with active component programmed manning.

Force Structure Deviation: A manpower accounting convention which allows Programmed Manning for the Programmed Force Structure and the Individuals accounts to be depicted within programmed and budgeted Active Component Defense Mission Category tables. Positive values indicate that undermanning is projected for the last day of a fiscal year. (DoD Handbook 7045.7-H and DoDI 1120.11).

Funded Peacetime Authorizations: An Air Force term synonymous with programmed manning.

Individuals: Transients, trainees (includes Reserve Component training pipeline for the Reserve Component), patients, prisoners, holdees, cadets, and students -- personnel not filling programmed manpower structure spaces.

Individual Mobilization Augmentee (IMA): Individuals carried in the Selected Reserve programmed manning who fill Active Component billets upon mobilization. IMA billets are not included in Active Component Programmed Manpower Structure in the DMRR.

Inventory: Synonymous with Actual End Strength. The actual personnel strength for a prior year.

Manning Level: Synonymous with programmed manning.

Occupation: The specialty skill requirement of a billet, and the skill qualifications of personnel. Occupations are defined according to the following coding systems:

- Army: SSI (officer), MOS (Enlisted)
- Navy: NOBC (officer), Rating/NEC (enlisted)
- USAF: AFSC (officer & enlisted)
- USMC: MOS (officer & enlisted)

Occupational Field: An aggregation of discrete occupations.

Operating Strength: An Army personnel management term identifying the number of people (or projected strengths for future periods) in units. The term is synonymous with the following:

- Navy: distributable strength
- USAF: assigned strength
- USMC: chargeable strength

Position: Same as Billet.

Programmed Force Structure: The set of units and organizations that exists in the current year, and which is planned to exist in each future year of the Future Years Defense Program (FYDP).

Programmed Manpower Structure: The aggregation of billets describing the full manpower requirement for units and organizations in the programmed force structure. This does not include IMAs or Individuals.

Programmed Manning: Those billets in the programmed manpower structure planned to be filled. The term "programmed manning" recognizes that 100 percent fill of the programmed manpower structure may not always be desirable or achievable within fiscal and personnel constraints. For the active components the term "programmed manning" is synonymous with:

- Army: Force Structure Allowance
- Navy: Distributable billets
- USAF: Force Structure Authorizations, and Funded Peacetime Authorizations
- USMC: Authorized Strength Report

RC: Reserve Component; the Air Force also uses the term Air Reserve Components (ARC).

Required (Manpower): Synonymous with programmed manpower structure.

Round Out: An Army term wherein Reserve Component units are assigned to Active Component divisions to make up the difference between the number of Active Component units required in a standard division configuration and the number of Active Component units actually assigned. These Reserve Component units are scheduled to deploy with the Active Component division, or as soon thereafter as possible.

Round Up: An Army term wherein Reserve Component units are assigned to Active Component divisions to augment the division structure. These Reserve Component units are scheduled to deploy with Active Component divisions, or as soon thereafter as possible.

Training and Administration of Reserves (TARS): A Navy term referring to full-time manpower support to the Navy Reserve. This manpower is budgeted and accounted for within the Selected Reserve.

Training Pipeline: Reserve component military personnel in training status, including training/pay categories F, L, P, Q, S, T, and X.

Trained Strength in Units: The number of personnel in Selected Reserve unit(s) who have completed 12 weeks of basic military training (or its equivalent) and are eligible for deployment overseas, on land, when mobilized under proper authorities. Excludes personnel in non-deployable accounts. The reserve component manpower category functionally equivalent to active component programmed manning.

USAFR: United States Air Force Reserve. One of two reserve components of the Air Force.

Appendix B

Defense Mission Category (DMC) Definitions

Major Force Missions:

Encompasses all primary combatant force-related activities and the programs that directly support them.

Strategic Forces:

Consists of all strategic offensive, defensive and C3 forces and the programs that directly support them.

Strategic Offense:

Consists of all strategic bomber forces, land and sea based missile forces and the programs that directly support them.

Strategic Defense:

Consists of space and missile defense systems, interceptor forces, surveillance forces and the programs that directly support them.

Strategic Command, Control and Communications (C3):

Consists of all surveillance and warning systems, command centers and communications in support of strategic forces.

General Purpose Forces:

Consists of all general purpose land forces, tactical air forces, naval forces, mobility forces, and special operations forces and the programs that directly support them.

Land Forces:

Consists of all Army and Marine Corps ground forces and Army special mission forces and the programs that directly support them.

Tactical Air Forces

Consists of air-to-air/air-to-ground combat aircraft squadrons and the programs that directly support them.

Naval Forces:

Consists of all Naval tactical air forces, sea based ASW air forces, surface combat ships and submarines, maritime patrol and undersea surveillance forces, non-strategic nuclear forces, amphibious and mine warfare forces and the programs that directly support them.

Mobility Forces:

Consists of all multimode and intermodal lift forces, airlift forces, sealift forces, land mobility forces and the programs that directly support them.

Special Operations Forces:

Consists of special operations forces operational and support activities.

General Purpose Support:

Consists of general support applicable to all tactical forces.

Intelligence & Communications:

Consists of intelligence and communications mission activities and the programs that directly support them.

Intelligence:

Consists of the national foreign intelligence program, other intelligence activities, counter-intelligence and investigative activities.

General Research and Development:

Consists of all science and technology and undistributed development programs.

Science and Technology Program:

Consists of all technology base and advanced technology development programs.

Undistributed Development Programs:

Consists of all undistributed advanced and engineering development programs.

RDT&E Management and Support:

Consists of all R&D support and R&D base operations and management headquarters programs.

Other Defense-Wide Missions:

Consists of the geophysical sciences, space launch support, nuclear weapons support and international support.

Geophysical Sciences:

Consists of all geophysical activities and the programs that directly support them.

Space Launch Support

Includes DoD applications for the space shuttle, consolidated space operations center, space test program, and other space support activities.

Nuclear Weapons Support:

Includes the Defense Nuclear Agency (DNA), Joint Atomic Information Exchange Group Support, management headquarters at DNA, and Defense Communications System support to the DNA.

International Support:

Includes NATO infrastructure, technology transfer functions, NATO research and development, military assistance groups, and other international activities.

Defense-Wide Support Missions:

Encompasses all defense-wide support missions including the following: personnel programs for recruitment, retention training, medical care, etc.; logistics support programs such as central supply and maintenance; and other centralized support such as departmental headquarters.

Logistics Support:

Consists of all central supply and maintenance operations and other logistics support activities.

Supply Operations:

Includes supply depot operations, inventory control points, and supply management functions, procurement operations, operation and management to commissary retail sales stores, cash requirements of stock funds, and other activities in support of the supply system.

Maintenance Operations:

Includes depot level maintenance of equipment at depots, missile facilities, munitions facilities, avionics facilities, and for ship and ordnance and maintenance activities. Costs for depot level maintenance work performed under contract is also included.

Other Logistics Support:

Consists of logistics support to R&D, procurement and military construction activities, logistic base operations, and management headquarters and other logistics support.

Personnel Support:

Consists of all personnel acquisition activities and the programs that directly support them.

Training:

Consists of all military and civilian personnel training, flight, intelligence skill, and health personnel training programs and the programs that directly support them.

Medical:

Consists of all hospitals and other medical activities and the programs that directly support them.

Individuals:

Includes military personnel placed in the personnel holding account because they are not available for assignment to a unit for medical or disciplinary reasons, or are about to be discharged. Also included are military personnel not assigned to a unit because they are in transit to the next permanent duty station, to schooling or other training.

Federal Agency Support:

Includes military and civilian assigned on a non reimbursable basis to activities or functions not part of the military functions of the Department of Defense such as the Executive Offices of the President, Commerce Department, Interior Department Justice Department, State Department or Transportation Department.

Other Personnel Support:

Consists of all family housing, dependent education, and other personnel support activities and the programs that directly support them.

Other Centralized Support:

Consists of departmental headquarters and undistributed adjustments.

Departmental Headquarters:

Consists of departmental headquarters activities and their direct support.

APPENDIX C
UNIT APPENDIX
OF THE
DEPARTMENT OF DEFENSE
MANPOWER REQUIREMENTS REPORT
FISCAL YEAR 1997

UNIT ANNEX
FY 1995/1996/1997 DEFENSE MANPOWER REQUIREMENTS REPORT
ACTIVE ARMY MANPOWER
(Strength in Thousands)

	Actual FY 95		Programmed FY 96		Budgeted FY 97	
	Forces	Mil	Forces	Mil	Forces	Mil
MAJOR FORCE MISSIONS		344.9	103.3	335.9	337.3	97.0
LAND FORCES						
Division Forces						
Division Increment	(12)		(10)		(10)	
Armored Division	(3)		(2)		(2)	
Mechanized Division	(5)		(4)		(4)	
Standard Infantry Division	(0)		(0)		(0)	
Airborne Division	(1)		(1)		(1)	
Air Assault Division	(1)		(1)		(1)	
Light Infantry Division	(2)		(2)		(2)	
Non-Division Combat Increment						
Armored Bde	(0)		(0)		(0)	
Infantry Bde	(1)		(1)		(1)	
Divisional ADA	(12)		(10)		(10)	
Armored Cav Regt	(3)		(3)		(3)	
Airborne Cbt Team	(1)		(1)		(1)	
Ranger Regt	(1)		(1)		(1)	
Ranger Bn	(3)		(3)		(3)	
155mm FA Bn	(26)		(26)		(26)	
Hawk Bn	(0)		(0)		(0)	
8" FA Bn	(1)		(0)		(0)	
Patriot Btry	(44)		(44)		(44)	
MLRS Bn	(11)		(12)		(12)	
Chap/Avenger BN	(3)		(2)		(2)	
ADA BTRY Supporting ACR	(2)		(2)		(2)	
Cmbt Engr Bn	(28)		(28)		(28)	
Cbt Engr Bn (HEAVY)	(8)		(8)		(7)	
Attack Helicopter Bn	(21)		(18)		(18)	
Defense Wide Mission		21.1	34.9	21.8	19.4	32.0
Defense-Wide Support Mission		142.6	128.3	137.3	138.3	122.7
Total End Strength		<u>508.6</u>	<u>266.5</u>	<u>495.0</u>	<u>495.0</u>	<u>251.7</u>

UNIT ANNEX
FY 1995/1996/1997 DEFENSE MANPOWER REQUIREMENTS REPORT
USAR MILITARY MANPOWER
(Strength in Thousands)

	Actual FY 95 Forces Mil	Programmed FY 96 Forces Mil	Budgeted FY 97 Forces Mil
MAJOR MISSION FORCES			
General Purpose Forces			
Land Forces			
Light Inf Bde (Div)	(0)	(0)	(0)
Light Inf Bn (Div)	(0)	(0)	(0)
Inf Bn (Theater)	(1)	(1)	(1)
Mech Bde (Sep)	(0)	(0)	(0)
Mech Bn	(0)	(0)	(0)
Armor Bn	(1)	(0)	(0)
Mil Intell Bn (Div) Spt	(7)	(0)	(0)
Mil Intel Bn (Tcticl Spt)	(5)	(5)	(5)
Engr Bde (Theater)	(1)	(1)	(1)
Engr Bn (Cbt) (Corps)	(10)	(10)	(10)
Engr Bn (Cbt) (Hvy) (TA&TC)	(15)	(15)	(15)
AVN Group (Hvy Hvy Hel)	(4)	(0)	(0)
AVN Group (Atk Hvy Hel)	(1)	(1)	(1)
Assault Hel Bn (Div)	(3)	(0)	(0)
Attack Hel Bn (Div)	(3)	(2)	(2)
Mdm Hel Bn (Corps)	(2)	(1)	(1)
Avn Maint Bn (Hvy Hel Theate	(0)	(0)	(0)
Theater Def Bde	(0)	(0)	(0)
Field Arty Bn (Div)	(5)	(0)	(0)
105mm Arty (Theater)	(0)	(0)	(0)
Signal Bn (EAC)	(3)	(3)	(3)
Signal Bde (Eac)	(2)	(2)	(2)
DEFENSE-WIDE MISSIONS	0.6	0.5	0.7
DEFENSE-WIDE SUPPORT MISSIONS	89.9	84.5	79.2
Personnel Support			
Training			
Training Divisions	(9)	(9)	(9)
Exercising Divisions	(5)	(5)	(5)
Cav Bde (Ait)	(0)	(0)	(0)
Military Police Bde (OSUTO)	(1)	(1)	(1)
FA Bde (OSUT)	(1)	(1)	(1)
Chemical BN	(2)	(2)	(2)
Total End Strength	241.3	230.0	215.0

UNIT ANNEX
FY 1995/1996/1997 DEFENSE MANPOWER REQUIREMENTS REPORT
ARNG MILITARY MANPOWER
(Strength in thousands)

	Actual FY 95 Forces	Programmed FY 96 Forces	Budgeted FY 97 Forces
MAJOR MISSION FORCES	341.7	340.0	332.8
General Purpose Forces			
Land Forces			
DIVISION FORCES			
Division Increment	(2)	(3)	(3)
Armored Division	(3)	(0)	(0)
Infantry Division	(1)	(1)	(1)
Inf Div (light)	(2)	(3)	(3)
Mechanized Division	(1)	(0)	(2)
Armored Bde R.O	(2)	(0)	(4)
Mechanized Bde R./O	(1)	(0)	(1)
LT Inf Bde R/O	(2)	(0)	(3)
Tank Bn R/O (Sep)	(1)	(0)	(2)
Mech Inf Bn r/O (Sep)	(1)	(0)	
Non-Div Combat Increment			
Armored Bde	(1)	(2)	(2)
Infantry Bde	(6)	(7)	(7)
Mech Infantry Bde	(3)	(5)	(2)
Armored Cavalry Rgt	(1)	(1)	(1)
Armor Bn (Sep)	(1)	(2)	(1)
155mm FA Bn (Sep)	(19)	(19)	(27)
8" FA Bn (Sep)	(12)	(12)	(17)
Combat Eng Bn (Sep)	(34)	(33)	(32)
Cmbt Eng Bn (Hvy) (Sep)	(24)	(14)	(14)
MLRS FA Bn	(3)	(3)	(3)
IDST FA Bn	(5)	(5)	(5)
Lt Inf Bn (Sep)	(2)	(2)	(2)
Tactical Spt Increment			
Signal Bns	(20)	(19)	(29)
ADA Bns	(22)	(22)	(22)
Avn Bde	(9)	(9)	(9)
Assault Bn	(5)	(5)	(5)
MED HEL Bn	(4)	(4)	(4)
CMD AVN Bn	(4)	(4)	(4)
ATC Bn	(2)	(2)	(1)
ATK Hel BN	(17)	(17)	(17)
ACFT Maint Bn	(3)	(3)	(3)
Aerial Exploitation Bn	(2)	(2)	(2)
Defense Wide Support Mission	33.2	33.0	34.0
Total End Strength	374.9	373.0	366.8

FY 1997 NAVY UNIT ANNEX
NAVY ACTIVE MILITARY MANPOWER
(Manpower in Thousands)

	Actual FY 1995		FY 1996		FY 1997	
	Ship/SQDN	Manpower	Ship/SQDN	Manpower	Ship/SQDN	Manpower
<u>STRATEGIC FORCES</u>		<u>11.0</u>		<u>11.3</u>		<u>11.0</u>
<u>STRATEGIC OFFENSE</u>						
Sea Launched Ballistic Missile (SLBM) Submarines	16/0	9.1 8.3	17/0	9.4 8.7	18/0	9.3 8.7
Strategic Base Operations and Management Headquarters		0.9		0.7		0.6
<u>STRATEGIC DEFENSE</u>		0.3		0.3		0.3
<u>STRATEGIC C³</u>	0/2	1.6		1.6		1.4
<u>GENERAL PURPOSE FORCES</u>		<u>264.6</u>		<u>256.9</u>		<u>250.9</u>
<u>LAND FORCES</u>						
Navy with USMC Units		5.0		5.6		5.6
Reserve Land Forces		4.9 0.1		5.5 0.1		5.5 0.1
<u>TACTICAL AIR FORCES</u>		<u>20.9</u>		<u>21.1</u>		<u>19.9</u>
Air to Air Combat	0/15	3.8		0/13	0/13	3.6
Air to Ground Combat	0/27	6.3		0/27	0/24	5.2
Navy with USMC Units		0.7		0.8		0.8
Defense Suppression	0/16	3.4		0/19	0/19	3.7
Tactical C ³	0/11	1.7		0/10	0/10	1.5
Other Tactical	0/8	4.9		0/5	0/4	4.9
Reserve Tactical Air Forces	0/5	0.1		0/6	0/6	.1

FY 1997 NAVY UNIT ANNEX
NAVY ACTIVE MILITARY MANPOWER
(Manpower in Thousands)

	Actual FY 1995		FY 1996		FY 1997	
	Ship/SQDN	Manpower	Ship/SQDN	Manpower	Ship/SQDN	Manpower
NAVAL FORCES		232.4		223.5		218.6
Submarines	84/0	12.2	80/0	12.0	73/0	10.8
Submarine Support	7/0	11.6	4/0	8.6	4/0	8.8
Carriers	11/0	36.5	11/0	36.7	11/0	36.8
Cruisers/Destroyers	78/0	28.5	76/0	30.9	76/0	31.6
Frigates, Patrol Combatants and Crafts	35/0	7.3	33/0	7.0	33/0	7.0
Amphibious Forces	41/0	26.5	44/0	27.5	45/0	28.5
Service Forces	43/2	10.6	41/2	9.5	40/2	9.2
Mine Warfare Forces	15/2	2.7	16/2	2.6	16/2	2.5
Maritime Patrol & Undersea Surveillance	0/15	5.8	0/14	5.9	0/14	5.4
Sea Based ASW Air Forces	0/35	11.0	0/35	11.3	0/34	11.1
Fleet Support	18/8	27.9	9/7	23.1	8/7	21.1
Base Operations & Management Headquarters		27.2		25.2		22.7
Other Operations Support	0/3	18.8	0/2	19.2	0/2	19.0
Reserve Carriers	1/0	2.2	1/0	2.6	1/0	2.6
Reserve Frigates, Patrol Combatants and Crafts	14/0	1.4	10/0	0.9	10/0	0.9
Reserve Amphibious Forces	2/0	0.0	2/0	0.0	2/0	0.0
Reserve Mine Warfare Forces	4/0	0.6	7/0	0.7	11/0	0.8
Reserve Maritime Patrol & Undersea Surveillance	0/9	0.1	0/9	0.0	0/8	0.0
Reserve Sea Based ASW Air Forces	0/3	0.0	0/3	0.0	0/3	0.0
Reserve Fleet Support	0/17	0.2	0/17	0.2	0/17	0.2
Reserve Base Operations & Management Headquarters		1.3		1.0		1.0
Reserve Other Operations Support		0.2		0.2		0.2
MOBILITY FORCES		1.4		1.7		1.7
SPECIAL OPERATIONS FORCES		4.8		5.1		5.2
SOF Support Activities		4.8		5.0		5.1
Reserve SOF Operations	13/0	0.0	13/0	0.1	13/0	0.1
INTELLIGENCE & COMMUNICATIONS		14.3		15.8		15.4
INTELLIGENCE		8.9		10.0		9.7
Intelligence		8.9		10.0		9.7
Reserve Intelligence		0.0		0.0		0.0
COMMUNICATIONS		5.4		5.8		5.7

FY 1997 NAVY UNIT ANNEX
NAVY ACTIVE MILITARY MANPOWER
 (Manpower in Thousands)

	Actual FY 1995		FY 1996		FY 1997	
	Ship/SQDN	Manpower	Ship/SQDN	Manpower	Ship/SQDN	Manpower
GENERAL RESEARCH & DEVELOPMENT						
RDT&E MANAGEMENT & SUPPORT	4.6	4.6	4.5	4.5	4.5	4.5
OTHER DEFENSE-WIDE MISSIONS						
GEOPHYSICAL SCIENCES	2.7	1.3	2.8	1.3	2.7	1.3
NUCLEAR WEAPONS SUPPORT	1.3	0.1	1.4	0.1	1.4	0.1
INTERNATIONAL SUPPORT						
LOGISTICAL SUPPORT	7.1	6.5	6.5	6.5	6.0	6.0
SUPPLY OPERATIONS	2.5	2.3	2.3	2.3	2.3	2.3
MAINTENANCE OPERATIONS	2.0	1.6	1.6	1.6	1.4	1.4
OTHER LOGISTICAL SUPPORT	2.6	2.6	2.6	2.6	2.3	2.3
PERSONNEL SUPPORT	123.8	121.1	121.1	121.1	110.2	110.2
PERSONNEL ACQUISITIONS	13.2	13.2	13.2	13.2	13.0	13.0
TRAINING	58.4	60.8	60.8	60.8	51.3	51.3
MEDICAL	28.2	27.7	27.7	27.7	27.7	27.7
INDIVIDUALS	22.0	17.3	17.3	17.3	16.3	16.3
FEDERAL AGENCY SUPPORT	0.1	0.1	0.1	0.1	0.1	0.1
OTHER PERSONNEL SUPPORT	2.0	1.8	1.8	1.8	1.7	1.7
OTHER CENTRALIZED SUPPORT	6.6	6.2	6.2	6.2	5.8	5.8
DEPARTMENTAL HEADQUARTERS	6.6	6.2	6.2	6.2	5.8	5.8
TOTAL MANPOWER FORCE STRUCTURE	434.6	424.5	424.5	424.5	406.9	406.9

Note: Totals may not add due to rounding.

FY 1997 NAVY UNIT ANNEX
NAVY RESERVE MILITARY MANPOWER
 (Manpower in Thousands)

	Actual FY 1995			FY 1996			FY 1997		
	Ship/SQDN	Manpower	TAR SELRES TOTAL	Ship/SQDN	Manpower	TAR SELRES TOTAL	Ship/SQDN	Manpower	TAR SELRES TOTAL
STRATEGIC FORCES									
STRATEGIC OFFENSE									
SLBM Forces		0.0 0.6 1.0	0.0 0.6 1.0		0.0 0.5 0.5	0.0 0.5 0.5		0.0 0.5 0.5	0.0 0.5 0.5
GENERAL PURPOSE FORCES		13.9 56.5 70.4			14.4 55.2 69.6			13.9 53.6 67.5	
LAND FORCES		0.1 2.0 2.1			0.2 2.1 2.3			0.2 2.1 2.3	
TACTICAL AIR FORCES		0.6 0.9 1.5			0.6 1.1 1.7			0.6 1.1 1.7	
Air to Air Combat	0/1	0.2 0.2 1.4			0.2 0.2 0.4			0.2 0.2 0.4	
Air to Ground Combat	0/2	0.2 0.3 0.5	0/1		0.3 0.3 0.6	0/2	0/1	0.3 0.3 0.6	0/2
Other Tactical Air Warfare (USMCR)		0.0 0.2 0.2			0.0 0.2 0.2			0.0 0.5 0.5	
Defense Suppression	0/1	0.1 0.1 0.2	0/2		0.1 0.2 0.3	0/2	0/2	0.1 0.2 0.3	0/2
Tactical C ³	0/1	0.1 0.1 0.2	0/1		0.1 0.2 0.3	0/1	0/1	0.1 0.2 0.3	0/1
NAVAL FORCES		13.1 49.2 62.3			13.4 47.4 60.8			12.9 45.8 58.7	
Submarines		0.0 1.8 1.8			0.0 1.2 1.2			0.0 0.9 0.9	
Carriers	1/0	0.3 3.1 3.4		1/0	0.3 1.7 2.0		1/0	0.3 1.4 1.7	
Cruisers/Destroyers		0.0 0.7 0.7			0.0 0.3 0.3			0.0 0.3 0.3	
Frigates, Patrol Combatants and Crafts	14/0	0.9 0.8 1.7	10/0		0.9 0.7 1.6	10/0	10/0	0.8 0.7 1.5	
Amphibious Forces	2/0	0.3 4.8 5.1	2/0		0.4 5.0 5.4	2/0	2/0	0.4 5.0 5.4	
Service Forces		0.0 0.1 0.1			0.0 0.3 0.3			0.0 0.3 0.3	
Mine Warfare Forces	4/0	0.4 0.7 1.1	7/0		0.6 1.1 1.7	11/0	11/0	0.7 1.2 1.9	
Maritime Patrol & Undersea Surveillance	0/9	1.1 2.0 3.1	0/9		1.0 2.9 3.9	0/8	0/8	1.0 2.4 3.4	
Sea Based ASW Forces	0/3	0.4 0.4 0.8	0/3		0.5 0.4 0.9	0/3	0/3	0.4 0.4 0.8	
Fleet Support	0/17	3.8 6.1 9.9	0/17		4.0 5.1 9.1	0/17	0/17	3.8 5.1 8.9	
Base Operations & Management Headquarters		5.4 7.2 12.6			5.5 7.6 13.1			5.1 7.4 12.5	
Other Operations Support		0.4 21.6 22.0			0.4 21.0 21.4			0.4 20.8 21.2	
MOBILITY FORCES		0.1 3.4 3.5			0.1 3.3 3.4			0.1 3.3 3.4	
SPECIAL OPERATIONS FORCES		0.0 1.0 1.0			0.1 1.3 1.4			0.1 1.3 1.4	

FY 1997 NAVY UNIT ANNEX
NAVY RESERVE MILITARY MANPOWER
(Manpower in Thousands)

	<u>Actual FY 1995</u>		<u>FY 1996</u>		<u>FY 1997</u>	
	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>	<u>Ship/SQDN</u>	<u>Manpower</u>
	TAR	SELRES TOTAL	TAR	SELRES TOTAL	TAR	SELRES TOTAL
<u>INTELLIGENCE & COMMUNICATIONS</u>						
INTELLIGENCE	0.1	4.0 4.1	0.1	3.7 3.8	0.1	3.7 3.8
COMMUNICATIONS	0.1	3.2 3.3	0.1	2.8 2.9	0.1	2.8 2.9
	0.0	0.8 0.8	0.0	0.9 0.9	0.0	0.9 0.9
<u>GENERAL RESEARCH & DEVELOPMENT</u>						
RDT&E MANAGEMENT SUPPORT	0.0	0.7 0.7	0.0	0.7 0.7	0.0	0.7 0.7
<u>OTHER DEFENSE WIDE MISSIONS</u>						
GEOPHYSICAL SCIENCES	0.1	0.2 0.3	0.1	0.3 0.4	0.1	0.3 0.4
<u>LOGISTICAL SUPPORT</u>						
SUPPLY OPERATIONS	0.0	2.7 2.7	0.0	1.9 1.9	0.0	1.9 1.9
MAINTENANCE OPERATIONS	0.0	3.4 3.4	0.0	3.1 3.1	0.0	3.1 3.1
OTHER LOGISTICS OPERATIONS	0.0	2.2 2.2	0.0	2.1 2.1	0.0	2.1 2.1
<u>PERSONNEL SUPPORT</u>						
PERSONNEL ACQUISITIONS	1.0	0.3 1.3	1.0	0.5 1.5	1.0	0.5 1.5
TRAINING	0.9	0.2 1.1	0.8	0.6 1.4	0.4	0.3 0.7
MEDICAL	0.2	10.5 10.7	0.1	11.1 11.2	0.1	11.1 11.2
INDIVIDUALS	0.8	0.0 0.8	0.5	0.0 0.5	0.5	0.0 0.5
FEDERAL AGENCY SUPPORT	0.0	0.0 0.0	0.0	0.1 0.1	0.0	0.1 0.1
<u>OTHER CENTRALIZED SUPPORT</u>						
DEPARTMENTAL HEADQUARTERS	0.6	1.6 2.2	0.5	1.7 2.2	0.5	1.6 2.1
<u>TOTAL NAVAL RESERVE</u>	17.5	83.1 100.6	17.6	81.3 98.9	16.5	79.4 95.9

Note: Totals may not add due to rounding.

UNIT ANNEX
FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER 1/

	FY95 MANPOWER			FY96 MANPOWER			FY
	FORCES	MIL	CIV	FORCES	MIL	CIV	FORCES
<u>MAJOR FORCE MISSIONS</u>							
		120.6	9.3		120.0	9.7	
<u>STRATEGIC FORCES</u>		*	0.0		*	0.0	
<u>GENERAL PURPOSE FORCES</u>		120.6	9.3		120.0	9.7	
<u>Land Forces</u>		90.3	9.3		92.5	9.7	
<u>Marine Divisions</u>	3	42.5	*	3	39	*	3
Division Headquarters	3	3.8		3	3.9		3
Regimental Headquarters	11	3.2		11	0		11
Infantry Battalions	24	21.6		24	20.4		24
Light Armored Battalions	3	2.6		3	0		3
Artillery Battalions	10	5.5		10	5.5		10
Combat Engineer Battalions	3	2		2	1.8		2
Tank Battalions	2	1.3		2	1.4		2
Assault Amphibian Battalions	2	2.3		2	2.4		2
<u>Marine Non-Divisional Combat Increment</u>		7.3	0.0		7.1	0.0	
LAAM Battalions	1	0.5		1	0.6		1
LAAD Battalions	2	0.8		2	0.8		2
CH-46 Squadrons	15	2.7		15	0		15
CH-53 Squadrons	10	1.7		10	0		10
HML/A Squadrons	6	1.6		6	0		6
<u>Marine Tactical Support Increment</u>	3	19.4	0.0	3	20.8	0.0	3
Headquarters & Service Battalions	3	3.3		3	3.5		3
Motor Transport Battalions	2	1.5		2	1.6		2
Engineer Support Battalions	3	3.2		3	0.0		2
Supply Battalions	3	2.8		3	2.9		3
Maintenance Battalions	3	3.6		3	3.9		3
Landing Support Battalions	2	1.5		2	1.6		2
Combat Service Support Dets	7	2.0		7	2.1		7
MED/Dental Battalions	3/3	0.5		3/3	0.6		3/3
Support Battalions	1	1.0		1	1		1

UNIT ANNEX
FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER

	FORCES	MIL	CIV	FORCES	MIL	CIV	FORCES
				(Cont.)			
Marine Operational Support		<u>7.7</u>	<u>0.0</u>		<u>8.1</u>	<u>0.0</u>	
Air Naval Gunfire Liaison	2	0.4			0.4		2
MAGTF Headquarters	10	1.4			1.4		10
Communications Battalions	3	2.7			3.2		3
Radio Battalions	2	1.0			1.1		2
Force Reconnaissance Co.	3	0.5			0.4		3
Surveillance, Reconnaissance and Intelligence Groups	2	1.4			1.3		2
UAV Companies	2	0.3			0.3		2
Other Land Forces		<u>13.1</u>	<u>0.0</u>		<u>15.0</u>	<u>0.0</u>	
Tactical Air Forces		<u>25.8</u>	<u>0.0</u>		<u>23.2</u>	<u>0.0</u>	
Marine Wing Headquarters	3	1.1			0.8		3
Wing Combat Support		8			7.9		
AV-8B Squadrons (VMA)	7	1.4			1.5		7
F/A-18 Squadrons (VMFA(AW))	6	1.0			1.0		6
F/A-18 Squadrons (VMEFA)	10	1.5			1.5		10
EA-6B Squadrons (VMAQ)	3	0.6			0.6		3
KC-130 Squadrons (VMGR)	3	0.8			0.8		3
Reserve TacAir		2.1			2.1		
Other TacAir		2			2.0		
Naval Forces		<u>4.4</u>	<u>0.0</u>		<u>4</u>	<u>0.0</u>	
Marine Ship Detachments		0.4			0.3		
Marines in Fleet Headquarters		0.1			0.1		
Marine Corps Security Forces		3.7			3.4		
Other		0.2			0.2		

UNIT ANNEX
FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER

	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>	<u>FORCES</u>
			(Cont.)				
<u>DEFENSE-WIDE MISSIONS</u>							
<u>INTELLIGENCE & COMMUNICATIONS</u>							
<u>Intelligence</u>							
Support to Navy	1.7	0.0		1.9	0.0		
Support to NSA	0.7	0.0		0.9	0.0		
Support to DIA	0.5	0.0		0.7	0.0		
	0.3			0.5			
	0.1			0.1			
	0.1			0.1			
<u>COMMUNICATIONS</u>	*	0.0		0.1	0.0		
<u>GENERAL RESEARCH & DEVELOPMENT</u>	0.8	0.0		0.9	0.0		
<u>OTHER DEFENSE-WIDE MISSIONS</u>	0.1	0.0		0.1	0.0		
<u>DEFENSE-WIDE SUPPORT MISSIONS</u>	52.4	6.7		52	6.7		
<u>LOGISTICS SUPPORT</u>	2.2	2.6		2.2	2.8		
<u>SUPPLY OPERATIONS</u>	0.2	0.1		0.3	0.1		
Marine Corps Supply Ops	0.1			0.2			
Navy Supply Ops	0.1			*			
<u>MAINTENANCE OPERATIONS</u>	0.1	2.5		0.2	2.7		
<u>OTHER LOGISTICS SUPPORT</u>	1.8	0.0		1.8	0.0		
Logistics Support, Marine Corps	1.7			1.7			
Logistics Support, Navy	0.1			*			

UNIT ANNEX
FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER
(Cont.)

	FORCES	MIL	CIV	FORCES	MIL	CIV	FORCES
PERSONNEL SUPPORT							
PERSONNEL ACQUISITION							
Recruiting	47.3		2.8		45.4	2.2	
Other	4.6		0.2		4.0	0.2	
	3.8				3.4		
	0.8				0.6		
TRAINING	29.4		1.2		29.6	2.1	
Recruit Training	10.9				10.9		
General Skills Training	9.5				9.8		
Base Operations	2.4				2.5		
Other	6.6				6.4		
MEDICAL	0.0		0.0		0.0	0.0	
INDIVIDUALS	5.2		0.0		4.2	0.0	
Personnel Holding Account	1				1		
Transients	4.9				5		
Force Structure Deviation	0				-1.8		
FEDERAL AGENCY SUPPORT	1.5		0.0		1.5	0.0	
OTHER PERSONNEL SUPPORT	1.4		0.6		1.2	0.6	
OTHER CENTRALIZED SUPPORT	3		1.3		3.2	1.3	
DEPARTMENTAL HEADQUARTERS	3		1.3		3.2	1.3	
Management Headquarters, MC (Dept'l)	0.3				0.3		
Management Headquarters, Navy (Dept'l)	0.1				0.1		
Management Headquarters, MC (Admin)	0.6				0.5		
Management Headquarters, Navy (Admin)	0.0				*		
Personnel Administration, MC	0.3				0.2		
Other	1.7				2.1		
TOTAL END STRENGTH IN BUDGET	174.6		16.0		174.0	16.6	
1/ Civilian Workyears (FTEs)							

UNIT ANNEX
FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS ACTIVE MILITARY AND CIVILIAN MANPOWER
(Cont.)

	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>	<u>FORCES</u>	<u>MIL</u>	<u>CIV</u>	<u>FORCES</u>
<u>PERSONNEL SUPPORT</u>							
<u>PERSONNEL ACQUISITION</u>							
Recruiting		47.3	2.8		45.4	2.9	
Other		4.6	0.2		4.0	0.2	
		3.8			3.4		
		0.8			0.6		
<u>TRAINING</u>		29.4	1.9		29.6	2.1	
Recruit Training		10.9			10.9		
General Skills Training		9.5			9.8		
Base Operations		2.4			2.5		
Other		6.6			6.4		
<u>MEDICAL</u>		0.0	0.0		0.0	0.0	
<u>INDIVIDUALS</u>		5.9	0.0		4.2	0.0	
Personnel Holding Account		1			1		
Transients		4.9			5		
Force Structure Deviation		0			-1.8		
<u>FEDERAL AGENCY SUPPORT</u>		1.5	0.0		1.5	0.0	
<u>OTHER PERSONNEL SUPPORT</u>		1.4	0.6		1.2	0.6	
<u>OTHER CENTRALIZED SUPPORT</u>		3	1.3		3.2	1.3	
<u>DEPARTMENTAL HEADQUARTERS</u>		3	1.3		3.2	1.3	
Management Headquarters, MC (Dept'l)		0.3			0.3		
Management Headquarters, Navy (Dept'l)		0.1			0.1		
Management Headquarters, MC (Admin)		0.6			0.5		
Management Headquarters, Navy (Admin)		0.0			*		
Personnel Administration, MC		0.3			0.2		
Other		1.7			2.1		
<u>TOTAL END STRENGTH IN BUDGET</u>		174.6	16.0		174.0	16.6	

1/ Civilian Workyears (FTEs)

UNIT ANNEX
FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS RESERVE MILITARY MANPOWER

	FY95 MANPOWER		FY96 MANPOWER		FY97 MANPOWER	
	FORCES	SMCR	FORCES	SMCR	FORCES	SMCR
<u>STRATEGIC FORCES (DMC 11)</u>		<u>0.0</u>		<u>0.0</u>		<u>0.0</u>
<u>GENERAL PURPOSE FORCES (DMC 12)</u>		<u>37.2</u>		<u>37.7</u>		<u>37.7</u>
<u>Land Forces (DMC 121)</u>		<u>31.9</u>		<u>29.2</u>		<u>29.2</u>
<u>Marine Division (DMC 12141R)</u>		<u>16.8</u>		<u>17.5</u>		<u>17.4</u>
Division Headquarters	1	0.8			1	0.7
Regimental Headquarters	4	0.8	1	0.8	4	0.8
Infantry Battalions	9	7.9	9	8.0	9	8.0
Reconnaissance Battalion	1	0.6	1	0.5	1	0.5
Artillery Battalion (DS)	3	1.7	5	3.3	5	3.3
Artillery Battalion (GS)	2	1.2	0	0.0	0	0.0
Combat Engineer Battalion	1	0.8	1	0.9	1	0.9
Assault Amphibian Battalion	1	0.7	1	0.7	1	0.7
Tank Battalion	2	1.6	2	1.6	2	1.6
Light Armored Infantry	1	0.7	1	0.9	1	0.9
<u>Marine Non-Divisional Combat Increment (DMC 12142R)</u>		<u>1.7</u>		<u>1.8</u>		<u>1.8</u>
CH-53 Squadron (HMH)	2	0.2	1	0.2	1	0.2
CH-46 Squadron (HMM)	2	0.2	2	0.2	2	0.2
UH-1 Squadron (HML)	3	0.0	0	0.0	0	0.0
AH-1 Squadron (HMA)	2	0.0	0	0.0	0	0.0
A/UH-1 Squadron (HMLA)	0	0.4	3	0.4	3	0.4
Surf-to-Air Msl Def		0.9		1.0		1.0
LAAM Battalion	1	0.5	1	0.6	1	0.6
LAAD Battalion	1	0.4	1	0.4	1	0.4

**FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS RESERVE MILITARY MANPOWER**

(Cont.)

Marine Tactical Support Increment (12143R)	8.1	9.2	9.2
Force Service Support Group	1	1	1
Headquarters & Service Battalion	1	1	1
Motor Transport Battalion	1	1	1
Engineer Support Battalion	1	1	1
Supply Battalion	1	1	1
Maintenance Battalion	1	1	1
Landing Support Battalion	1	1	1
Dental Battalion	1	1	1
Medical Battalion	1	1	1
Provisional Support Battalion	0	2	2
Other FSSG Units			

Marine Operational Support (DMC 121A2R)	5.3	4.7	4.7
Individual Mob Augmentee	2.2	1.6	1.6
Other Combat Support	2.3	2.4	2.4
FORCE	2.3	2.4	2.4
Air Naval Gunfire Liaison	2	2	2
Civil Affairs Group	2	2	2
Communications Battalion	1	1	1
Intel Groups	10	10	10
Force Reconnaissance Co.	2	2	2
MARRESFOR HQ	1	1	1
CE RMAGTF	2	2	2
Helicopter Combat Support			
HQ Marine Aircraft Grp R/W	2	2	2
Marine Avn Logistics Sqdn R/W	2	2	2

Tactical Air Forces (DMC 122)	5.3	5.0	5.0
Air-to Ground Combat (DMC 122R)	0.6	0.5	0.5
F/A-18 Squadrons (VMFA)	4	4	4
A-4 Sqdn (VMA)	2	0	0
Aggressor Squadron (VMFT)	1	1	1
Tactical C3 (DMC 1225R)			
OV-10 Squadron (VMO)	1	0	0
Tanker/Cargo (DMC 1226A)			
KC-130 Squadrons (VMGR)	2	2	2

FY 1997 DEFENSE MANPOWER REQUIREMENTS REPORT
MARINE CORPS RESERVE MILITARY MANPOWER

(Cont.)

OTHER TACTICAL AIR WARFARE (DMC 1227R)	4.4		4.1		4.1
Tactical Combat Support	4.4		4.1		4.1
Marine Aircraft Wing HQ	1	0.1	1	1	0.1
Marine Wing HQ Sqdrn	1	0.1	1	1	0.1
Force Imagery/Interp Unit	1	*	1	1	0.1
HQ, Marine Air Control Group	1	*	1	1	*
Marine Tactical Air Control	1	0.1	1	1	0.1
Marine Air Control Sqdrn	1	0.3	1	1	0.3
Marine Air Traffic Control	1	0.1	1	0	*
Marine Wing Communications	1	0.3	1	1	0.2
Marine Air Support Sqdrn	1	0.2	1	1	0.2
HQ, Marine Wing Support Grp	1	0.1	1	2	*
Marine Wing Support Sqdrn F/W	2	1.1	2	2	1.2
Marine Wing Support Sqdrn R/W	2	1.0	2	2	1.0
HQ Marine Aircraft Group F/W	2	0.5	2	2	0.2
Marine Avn Logistics Sqdrn F/W	2	0.5	2	2	0.6
<u>LOGISTICS SUPPORT (DMC 31)</u>	*		*		*
<u>OTHER LOGISTICS SUPPORT (DMC 313)</u>	*		*		*
<u>OTHER LOGISTICS SUPPORT (DMC 31350T)</u>	*		*		*

* Less than 50

Note: Numbers may not add due to rounding

UNIT ANNEX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE ACTIVE MANPOWER
(End Strength in Thousands)

	FY95			FY96			FY97		
	FORCES	MIL	MANPOWER CIV 1/	FORCES	MIL	MANPOWER CIV 1/	FORCES	MIL	MANPOWER CIV 1/
Strategic Forces									
Strategic Defense									
b 52 squadrons	34 sq	42.6	9.1	5 sq	30.6	4.9	33 sq	38.7	9.1
b 1b squadrons	5 sq	32.2	5.2	5 sq			4 sq	29.9	4.9
b 2 squadrons	1 sq			2 sq			5 sq		
minuteman squadrons	11 sq			11 sq			2 sq		
peacekeeper squadrons	1 sq			1 sq			10 sq		
icbm helicopter support	5 sq			5 sq			1 sq		
training (offensive)	6 sq			5 sq			5 sq		
							1 sq		
Strategic Defense		5.0	3.5		4.3	3.7		3.9	2.7
Strategic C3	2 sq	5.4	0.3	2 sq	5.0	0.3	2 sq	4.9	0.4
paccs/wwabncp sys ec-135 cl v mods	1 sq			1 sq			1 sq		
neacp/e 4b cl v mods	1 sq			1 sq			1 sq		
General Purpose Forces		189.3	61.2		176.5	60.0		172.8	59.4
Tactical Air Forces	122 sq	120.4	34.6	122 sq	116.9	32.9	117 sq	114.2	32.6
f 4 squadrons	1 sq			1 sq					
f 111 squadrons	3 sq			3 sq					
f 15 a/b/c/d squadrons	17 sq			17 sq			17 sq		
a 10 squadrons	5 sq			7 sq			7 sq		
f 16 squadrons	28 sq			26 sq			30 sq		
f 15e squadrons	7 sq			7 sq			7 sq		
f 117a squadrons	2 sq			2 sq			2 sq		
tac ftr tng (aggressor) sq	1 sq			1 sq			1 sq		
kc 135s	3 sq			3 sq			3 sq		
ef 111 squadrons	1 sq			1 sq			1 sq		
compass call	1 sq			1 sq			1 sq		
air borne warning & control sys	3 sq			3 sq			3 sq		
tac airborne control system	7 sq			7 sq			7 sq		
tactical airborne cmd & control sys	2 sq			2 sq			2 sq		
joint stars							1 sq		
special recon systems	1 sq								
training tactical air forces	33 sq			34 sq			28 sq		
combat developments	5 sq			7 sq			7 sq		
tactical cryptologic activities	2 sq								

UNIT ANNEX

FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT

AIR FORCE ACTIVE MANPOWER

(End Strength in Thousands)

	<u>MIL</u>	<u>CIV 1/</u>	<u>MIL</u>	<u>CIV 1/</u>	<u>MIL</u>	<u>CIV 1/</u>
Mobility Forces						
kc 10a	96 sq	55.7	25.2	97 sq	50.3	25.6
helicopters	1 sq			1 sq		
c 130 airlift squadrons	11 sq			6 sq		
c-141 airlift squadrons	11 sq			10 sq		
c-5 airlift squadrons	10 sq			9 sq		
c-17 aircraft	1 sq			10 sq		
kc 135s	19 sq			2 sq		
kc 10s	5 sq			18 sq		
operational support airlift	16 sq			4 sq		
southcom stol aircraft	1 sq			17 sq		
training	15 sq			1 sq		
aerospace rescue and recovery	6 sq			19 sq		
Special Operations Forces						
on-going operational activities	17 sq	9.0	1.2	18 sq	9.2	1.2
training	13 sq			14 sq		
	4 sq			4 sq		
Counter Drug Support						
		0.0	0.1		0.0	0.1
Intelligence & Communications						
Intelligence						
missile and space tech collection	6 sq	33.1	7.8		33.8	8.7
senior year operations	1 sq	17.6	2.5	7 sq	18.8	2.6
defense attache system	3 sq					
defense airborne reconnaissance off	2 sq					
Communications						
		15.4	5.2		14.9	6.1
General Research & Development						
Science & Technology Program						
RD&E Management & Support	14 sq	8.2	10.8		7.9	10.6
test and evaluation spt	14 sq	1.6	5.0		1.5	4.8
		6.5	5.8	21 sq	6.4	5.8
				21 sq		
					7.8	10.1
					1.5	4.4
					6.2	5.7

UNIT ANNEX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE ACTIVE MANPOWER
(End Strength in Thousands)

	MIL	CIV 1/	MIL	CIV 1/	MIL	CIV 1/
<u>Other Defense-wide Missions</u>						
Geophysical Sciences	14.4	5.3	13.4	5.3	12.6	5.1
Space Launch Support	7.9	2.9	7.5	2.7	7.5	2.7
Nuclear Weapons Support	2.3	0.8	2.5	0.8	2.5	0.8
International Support	0.2	0.0	0.2	0.0	0.2	0.0
service support to osd/dsaa reimbu	3.8	1.6	3.5	1.7	3.6	1.6
	1 sq				1 sq	
<u>Logistics Support</u>						
Supply Operations	14.4	62.3	13.4	58.5	12.6	57.5
Maintenance Operations	1.0	2.7	0.7	2.4	0.7	2.6
depot maintenance (non if)	1.1	28.8	1.0	27.4	1.0	25.8
	1 sq					
Other Logistics Support	12.3	26.8	11.6	25.5	10.8	24.6
<u>Personnel Support</u>						
Personnel Acquisition	92.4	20.9	93.0	20.9	92.3	20.3
Training	9.8	2.1	9.8	2.2	9.7	2.2
undergraduate pilot tng	38.9	10.8	38.0	10.9	37.3	10.7
undergraduate navigator/nfo tng	40 sq		38 sq		42 sq	
other flight training	21 sq		21 sq		22 sq	
euro nato joint jet pilot training	2 sq		2 sq		2 sq	
flight screening	4 sq		4 sq		7 sq	
	4 sq		4 sq		4 sq	
	9 sq		7 sq		7 sq	
<u>Medical</u>						
other health activities	36.9	7.4	37.0	7.3	37.0	6.8
	3 sq		3 sq		3 sq	
<u>Individuals</u>						
Federal Agency Support	5.2	0.0	6.4	0.0	6.7	0.0
Other Personnel Support	0.1	0.0	0.1	0.0	0.1	0.0
	1.4	0.5	1.4	0.5	1.4	0.5
<u>Other Centralized Support</u>						
Departmental Headquarters	9.6	12.6	9.2	13.0	8.7	12.4
Undistributed Adjustments	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL ACTIVE FORCES	400.4	186.4	388.2	183.3	381.1	177.9

1/ Civilian Workyears (FTEs)

UNIT ANNEX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE RESERVE MANPOWER
(End Strength in Thousands)

	FY95		FY96		FY97	
	FORCES	MANPOWER MIL	FORCES	MANPOWER MIL	FORCES	MANPOWER MIL
<u>Strategic Forces</u>						
Strategic Offensive	1 sq	0.7	1 sq	0.8	1 sq	0.8
b 52 squadrons (afr)	1 sq	0.5	1 sq	0.5	1 sq	0.5
Strategic Defense		0.2		0.2		0.2
Strategic C3		0.0		0.0		0.0
<u>General Purpose Forces</u>		55.7		51.0		50.3
Tactical Air Force	10 sq	14.6	7 sq	11.7	7 sq	11.7
a 10 squadrons (afr)	2 sq		1 sq		1 sq	
f 16 squadrons (afr)	6 sq		4 sq		4 sq	
tac air control system air (afr)						
oa-10 squadrons	2 sq		2 sq		2 sq	
<u>Mobility Forces</u>		40.0		38.2		37.5
kc 135 squadrons (afr)	29 sq		30 sq		30 sq	
aerospace rescue/recovery (afr)	6 sq		7 sq		7 sq	
c 141 strat alft sqdns (afr eq)	5 sq		5 sq		5 sq	
c 5 strat alft sq (afr equipped)	5 sq		5 sq		5 sq	
c 130 tactical alft sqdns (afr)	2 sq		2 sq		2 sq	
	11 sq		11 sq		11 sq	
<u>Special Operations Forces</u>		1.1		1.1		1.1
ongoing operational activities (afr)	1 sq		1 sq		1 sq	
Counter Drug Support		0.0		0.0		0.0
<u>Intelligence & Communications</u>		3.3		3.3		3.4
Intelligence		2.0		2.1		2.1
Communications		1.3		1.2		1.3
<u>General Research & Development</u>		0.8		0.8		0.8
Science & Technology Program		0.0		0		0
RDTE Management & Support		0.8		0.8		0.8

UNIT ANNEX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR FORCE RESERVE MANPOWER
(End Strength in Thousands)

<u>Other Defense-Wide Missions</u>				
Geophysical Sciences	1 sq	0.2	1 sq	0.2
weather service (afr)	1 sq	0.2	1 sq	0.2
Space Launch Support		0.0		0.0
Nuclear Weapons Support		0.0		0.0
International Support		0.0		0.0
Logistics Support		2.8		2.8
Supply Operations		0		0
Maintenance Operations		1.6		1.6
Other Logistics Support		1.2		1.2
<u>Personnel Support</u>		11.2		11.3
Personnel Acquisition		0.3		0.3
Training		1.8		2.2
Federal Agency Support		0.0		0.1
Individuals		0.0		0.0
Federal Agency Support		0.0		0.0
Other Personnel Support		0.0		0.0
<u>Other Centralized Support</u>		3.2		3.3
Departmental Headquarters		3.2		3.3
Undistributed Adjustments		0.0		0.0
<u>AIR FORCE RESERVE</u>		78.2		73.2

UNIT ANNEX

FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR NATIONAL GUARD MANPOWER
 (End Strength in Thousands)

	FY95			FY96			FY97		
	<u>FORCES</u>	<u>MANPOWER</u>	<u>MIL</u>	<u>FORCES</u>	<u>MANPOWER</u>	<u>MIL</u>	<u>FORCES</u>	<u>MANPOWER</u>	<u>MIL</u>
<u>Strategic Forces</u>									
<u>Strategic Offense</u>	1 sq	8.4	0.8	2 sq	10.9	1.8	2 sq	8.3	1.8
b 1B squadrons (ang)	1 sq			2 sq			2 sq		
<u>Strategic Defense</u>	10 sq	7.5		10 sq	9.0		6 sq	6.4	
air defense f-16 (ang)	8 sq			7 sq			3 sq		
f-15 air defense sqdns (ang)	2 sq			3 sq			3 sq		
<u>Strategic C3</u>		0.0			0.0			0.0	
<u>General Purpose Forces</u>		78.4			79.0			76.8	
<u>Tactical Air Forces</u>	48 sq	44.1		44 sq	42.1		42 sq	40.4	
training aircraft (ang)	7 sq			7 sq			6 sq		
f 15 squadrons (ang)	4 sq			3 sq			3 sq		
a 10 squadrons (ang)	4 sq			6 sq			6 sq		
f 16 squadron (ang)	23 sq			28 sq			27 sq		
rf 4 squadrons (ang)	1 sq								
f 4g operations & support (ang)	2 sq								
tactical air control sys (ang)	5 sq			5 sq			5 sq		
pacer coin (ang)	1 sq								
ang/afr othe combat development	1 sq			1 sq			1 sq		
<u>Mobility Forces</u>	62 sq	33.4		63 sq	36.1		62 sq	35.5	
kc 135 squadrons (ang)	25 sq			25 sq			25 sq		
aerospace rescue/recov (ang)	5 sq			5 sq			5 sq		
c 141 strategic alft sqdns (ang)	3 sq			3 sq			3 sq		
c 5 strategic alft sqdns (ang)	1 sq			1 sq			1 sq		
operational support airlift (ang)	4 sq			3 sq			3 sq		
c 130 tactical alft sqdns (ang)	24 sq			26 sq			25 sq		

UNIT ANNEX
FY 1996 DEFENSE MANPOWER REQUIREMENTS REPORT
AIR NATIONAL GUARD MANPOWER
(End Strength in Thousands)

Special Operations Forces	1 sq	0.8	1 sq	0.8	1 sq	0.8
ongoing operational activities (ang)	1 sq		1 sq		1 sq	
Counter Drug Support		0.0		0.0		0.0
<u>Intelligence & Communications</u>		<u>13.6</u>		<u>12.9</u>		<u>13.1</u>
Intelligence		0.0		0.1		0.1
Communications		13.5		12.7		12.9
<u>General Research & Development</u>		<u>0.0</u>		<u>0.0</u>		<u>0.0</u>
Science & Technology Program		0.0		0.0		0.0
NOTE Management & Support		0.0		0.0		0.0
<u>Other Defense-wide Missions</u>		<u>0.5</u>		<u>0.5</u>		<u>0.5</u>
Geophysical Sciences		0.6		0.5		0.5
Space Launch Support		0.0		0.0		0.0
Nuclear Weapons Support		0.0		0.0		0.0
International Support		0.0		0.0		0.0
<u>Logistics Support</u>		<u>0.0</u>		<u>0.0</u>		<u>0.0</u>
Supply Operations		0.0		0.0		0.0
Maintenance Operations		0.0		0.0		0.0
Other Logistics Support		0.0		0.0		0.0
Individuals		0.9		1.5		1.4
Federal Agency Support		0.0		0.0		0.0
Other Personnel Support		0.0		0.0		0.0
<u>Other Centralized Support</u>		<u>2.5</u>		<u>2.1</u>		<u>2.0</u>
Departmental Headquarters		2.5		2.1		2.0
Undistributed Adjustments		0.0		0.0		0.0
 AIR NATIONAL GUARD		 <u>109.8</u>		 <u>112.7</u>		 <u>109.0</u>

APPENDIX D
OFFICER FLOW DATA APPENDIX
OF THE
DEPARTMENT OF DEFENSE
MANPOWER REQUIREMENTS REPORT
FISCAL YEAR 1997

APPENDIX D

OFFICER FLOW DATA

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ARMY

EOB - OBV (End of obligated voluntary service).

OTHER - all losses not covered in table, such as resignation and attrition, and projected VSI/SSB takers and other voluntary separations.

PAID SEP - RIF's, promotion passovers and all other involuntary separations.

RETIRED DIS - note: projected SERB's are included in retirement numbers.
RETIRED NON-DIS - same as above

YACS - AFCS (Active Federal Commissioned Services).

ARMY OFFICER FLOW INFORMATION
ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY (FY95-FY97)

ARMY PROGRAMMED END STRENGTH

Service: Army

<u>MILITARY CATEGORIES</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>
COMMISSIONED OFFICERS	70,203	69,408	68,581
WARRANT OFFICERS	12,336	11,892	11,719
ENLISTED PERSONNEL	422,073	409,700	410,700
CADETS	3,947	4,000	4,000
TOTAL MILITARY	508,559	495,000	495,000

**DISTRIBUTION OF ACTIVE DUTY LIST OFFICERS
BY GRADE AND YEARS ACTIVE FEDERAL COMMISSIONED SERVICE**

ARMY ACTUAL: FY 1995

YACS	GEN	GEN	LTG	LTG	MG	MG	BG	BG	COL	COL	LTC	LTC	MAJ	MAJ	MAJ	CPT	CPT	1LT	1LT	2LT	2LT	2LT	TOT	TOT	TOTAL
	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	RA	OTRA	
30	11	0	0	37	0	0	0	106	1	4	0	0	0	0	0	0	0	0	0	0	0	0	263	2	265
29	0	0	0	0	2	30	0	158	0	5	0	0	0	0	0	0	0	0	0	0	0	0	203	2	205
28	0	0	0	0	1	36	2	235	0	12	0	0	0	0	0	0	0	0	0	0	0	0	289	3	292
27	0	0	0	0	0	25	0	390	0	16	0	0	0	0	0	0	0	0	0	0	0	0	436	0	436
26	0	0	0	0	0	16	0	638	0	32	0	0	0	0	0	0	0	0	0	0	0	0	686	0	686
25	0	0	0	0	0	1	0	541	0	86	0	0	0	0	0	0	0	0	0	0	0	0	628	0	628
24	0	0	0	0	0	2	0	498	1	226	0	0	0	0	0	0	0	0	0	0	0	0	726	1	727
23	0	0	0	0	0	1	0	588	2	588	0	3	0	0	0	0	0	0	0	0	0	0	819	2	821
22	0	0	0	0	0	0	0	133	4	825	0	3	0	0	0	0	0	0	0	0	0	0	961	4	965
21	0	0	0	0	0	0	0	116	6	959	2	26	3	0	0	0	0	0	0	0	0	0	1101	12	1113
20	0	0	0	0	0	0	0	127	19	1448	5	258	7	0	0	0	0	0	0	0	0	0	1833	31	1864
19	0	0	0	0	0	0	0	105	22	1484	32	215	5	0	1	0	0	0	0	0	0	0	1804	60	1864
18	0	0	0	0	0	1	0	63	14	1438	53	446	17	0	0	0	0	0	0	0	0	0	1948	84	2032
17	0	0	0	0	0	0	0	36	8	867	53	1264	55	2	1	0	0	0	0	0	0	0	2169	117	2286
16	0	0	0	0	0	0	0	24	7	273	44	1925	106	2	2	0	0	0	0	0	0	0	2224	159	2383
15	0	0	0	0	0	0	0	20	15	200	50	1977	158	5	7	0	0	0	0	0	0	0	2202	230	2432
14	0	0	0	0	0	0	0	10	8	148	32	1780	143	4	23	0	0	0	0	0	0	0	1942	207	2149
13	0	0	0	0	0	0	0	7	3	105	28	1744	193	12	34	0	0	0	0	0	0	0	1868	261	2129
12	0	0	0	0	0	0	0	8	1	33	24	1119	270	570	360	0	0	0	0	0	0	0	1730	658	2388
11	0	0	0	0	0	0	0	8	2	23	24	319	220	1189	1033	1	0	0	0	0	0	0	1540	1281	2821
10	0	0	0	0	0	0	0	2	1	5	15	146	211	1004	1445	0	0	0	0	0	0	0	1157	1678	2835
9	0	0	0	0	0	0	0	3	3	4	13	110	188	1143	1632	2	7	0	0	0	0	0	1262	1845	3107
8	0	0	0	0	0	0	0	2	3	2	10	66	290	1436	1486	4	6	0	0	0	0	0	1510	1800	3310
7	0	0	0	0	0	0	0	1	2	1	10	38	316	1576	1906	3	12	0	0	0	0	0	1623	2257	3880
6	0	0	0	0	0	0	0	0	1	4	10	16	83	1479	2058	8	38	0	0	0	0	0	1507	2196	3703
5	0	0	0	0	0	0	0	1	1	1	5	4	79	1228	2082	113	311	0	0	0	0	0	1347	2484	3831
4	0	0	0	0	0	0	0	0	3	1	10	2	69	132	940	1846	1690	3	44	0	0	0	1984	2756	4740
3	0	0	0	0	0	0	0	1	4	3	11	0	40	34	767	1777	2356	73	346	0	0	0	1888	3526	5412
2	0	0	0	0	0	0	0	0	2	0	2	1	20	56	605	31	220	1798	2624	1886	0	0	1886	3473	5359
1	0	0	0	0	0	0	0	0	6	0	3	2	44	63	545	7	114	1900	2722	1972	0	0	1972	3434	5406
0	0	0	0	0	0	0	0	2	0	8	4	17	13	19	43	0	3	2	23	48	0	0	23	86	134
TOT:	11	0	0	39	0	89	2	3462	139	8801	440	11481	2530	9954	14970	3792	4766	3780	5796	41556	28649	70203			

DISTRIBUTION OF OFFICERS EXCLUDED FROM THE ACTIVE-DUTY LIST

ARMY - FY 1995

	ACTIVE DUTY SPECIAL WORKS ****	ACADEMY *	STUDENTS (UHS) **	AGR ***	GRADE TOTAL
O-10					0
O-9					0
O-8	1				1
O-7		1			1
O-6	2	23		231	256
O-5	23			696	719
O-4	59			1456	1515
O-3	184			870	1054
O-2	103			58	161
O-1	31		240	51	322
TOTAL	403	24	240	3362	4029

* The director for admissions, dean and permanent professors at the United States Military Academy.

** Students at the Uniformed Services University of the Health Sciences.

*** Reserve officers on active duty or full-time National Guard duty under sections. 175, 265, 672(D), 3021, and 3496 of title 10 U.S.C., or section 502(f) or 708 of title 32.

**** Special Works personnel called to active duty.

**DISTRIBUTION OF RESERVE OFFICERS ON ACTIVE DUTY
BY GRADE AND YEARS ACTIVE FEDERAL COMMISSIONED SERVICE**

ARMY ACTUAL: FY 1995

YACS	MG	BG	COL	LTC	MAJ	CPT	1LT	2LT	TOTAL
30+	2	1	83	50	7	2			145
29	1		28	63	15				107
28			35	72	32	2			141
27			19	62	34	4			119
26			20	93	60	4			177
25			23	108	124	7			262
24			6	65	103	7			181
23			5	56	115	12			188
22			3	35	78	19			135
21			4	25	74	29			132
20			2	20	98	42			162
19			1	16	87	36	1		141
18			2	9	97	60	3	1	172
17				7	93	39	2	2	143
16				9	118	47	5		179
15				5	112	67	7	2	193
14					78	73	8	3	162
13					64	82	2	8	156
12				1	38	100	5	6	150
11					20	73	8	4	105
10					4	65	5	6	80
9					1	48	1	8	58
8					3	25	1	4	33
7						15	2	2	19
6					1	3	4	2	10
5						4	2		6
4									0
3									0
2								1	1
1									0
0									0
TOT:	3	1	231	696	1456	865	56	49	3357

Source: Official Guard and Reserve Manpower Strengths and Statistics, FY 1995 Summary
Office of the Assistant Secretary of Defense (Reserve Affairs)

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

ARMY FY 1996

GRADE	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	ML	SL	EL	TOTAL
BEG STR	11	39	92	149	3602	9241	14011	24926	8559	9573	383	4441	7512	82539
FROM IN	4	12	29	41	589	1236	2484	3524	4155		46	875	0	12995
GAINS (EXCL FRM)	0	0	0	0	0	12	40	541	192	4461	0	0	887	6134
FROM OUT		4	12	29	41	589	1236	2484	3524	4155		46	875	12995
DEATHS														0
BOB					2	2	102	294	86				61	547
PAID SEPT**														0
RETIRED DIS***					5	14	6	26	13			4	5	73
RETIRED NON-DIS***	4	8	11	12	243	663	682	59	6	0	30	158	230	2099
OTHER***					7	39	66	121	79		1	48	88	449
TOTAL LOSSES	4	8	11	16	477	1003	1331	1850	872	200	172	725	703	7373
END STR	11	39	98	145	3,673	8,898	13,969	24,657	8,510	9,679	257	4,545	6,821	81,300

* REDUCTION IN FORCE (RIF), PROMOTION PASSOVERS, AND OTHER INVOLUNTARY SEPARATIONS.

** SELECTIVE EARLY RETIREMENT BOARDS (SERB'S) ARE INCLUDED IN THE RETIREMENT PROJECTION.

*** ALL LOSSES NOT COVERED (RESIGNATION, ATTRITION AND PROJECTED LOSSES FOR VSL, SSB, AND OTHER VOL LOSSES.

NOTE: WARRANT OFFICER ABBREVIATIONS DENOTED AS MASTER LEVEL (ML) = WO5, SENIOR LEVEL (SL) = WO4&WO3, AND ENTRY LEVEL (EL) = WO2&WO1.

DISTRIBUTION OF RETIREMENTS BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (AFCS)*

ARMY FY 1996

AFCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL
30+	4	8	11	10	113	0	0	0	0	0	146
29	0	0	0	2	11	2	0	0	0	0	14
28	0	0	0	0	17	19	0	0	0	0	36
27	0	0	0	0	53	0	0	0	0	0	53
26	0	0	0	0	16	9	0	0	0	0	25
25	0	0	0	0	9	24	0	0	0	0	33
24	0	0	0	0	3	32	0	0	0	0	35
23	0	0	0	0	4	102	0	0	0	0	106
22	0	0	0	0	3	102	0	0	0	0	104
21	0	0	0	0	12	284	175	0	0	0	471
20	0	0	0	0	2	50	62	0	0	0	114
19	0	0	0	0	1	24	159	0	0	0	184
18	0	0	0	0	0	19	135	0	0	0	153
17	0	0	0	0	0	0	74	0	0	0	74
16	0	0	0	0	0	0	31	0	0	0	31
15	0	0	0	0	0	3	15	0	0	0	18
14	0	0	0	0	0	1	16	1	0	0	18
13	0	0	0	0	1	2	8	9	0	0	20
12	0	0	0	0	0	3	8	35	0	0	45
11	0	0	0	0	1	0	2	10	0	0	12
10	0	0	0	0	2	0	2	2	0	0	5
9	0	0	0	0	1	0	0	5	0	0	6
8	0	0	0	0	0	1	0	4	0	0	5
7	0	0	0	0	0	0	0	5	0	0	5
6	0	0	0	0	0	0	0	5	1	0	6
5	0	0	0	0	0	0	0	7	4	0	12
4	0	0	0	0	0	0	0	1	4	0	5
3	0	0	0	0	0	0	0	0	5	0	5
2	0	0	0	0	0	0	0	0	4	0	4
1	0	0	0	0	0	0	0	0	0	0	0
TOTAL	4	8	11	12	248	676	686	85	19	0	1749

* RETIREMENT AS OF THE LAST DAY OF THE FISCAL YEAR.

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

ARMY FY 1997

GRADE	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	ML	SL	EL	TOTAL
BEG STR	11	39	98	145	3673	8898	13968	24657	8510	9679	257	4545	6821	81300
FROM IN	3	12	29	41	615	1369	2502	3971	4439		58	742	0	10230
GAINS (EXCL FRM)	0	0	0	0	0	12	299	513	182	4167	0	0	841	6014
FROM OUT		3	12	29	41	615	1369	2502	3971	4439		58	742	10230
DEATHS														0
EOB					3	0	87	300	60				30	480
PAID SEPT**														0
RETIRED DIS***					4	14	10	32	13			3	6	82
RETIRED NON-DIS***	3	12	16	14	278	779	478	117	7	0	7	98	261	2073
OTHER****					9	37	63	110	84		0	24	103	430
TOTAL LOSSES	3	12	16	14	349	790	1621	2383	772	100	62	410	488	7014
END STR	11	36	99	143	3897	8873	13780	24256	8388	9307	252	4819	6432	80300

* REDUCTION IN FORCE(RIF), PROMOTION PASSOVERS, AND OTHER INVOLUNTARY SEPARATIONS.

** SELECTIVE EARLY RETIREMENT BOARDS(SERB'S) ARE INCLUDED IN THE RETIREMENT PROJECTION.

*** ALL LOSSES NOT COVERED(RESIGNATION, ATTRITION AND PROJECTED LOSSES FOR VSI, SSB, AND OTHER VOL LOSSES.

NOTE: WARRANT OFFICER ABBREVIATIONS DENOTED AS MASTER LEVEL(ML) = WO5, SENIOR LEVEL(SL) = WO4&WO3, AND ENTRY LEVEL(EL) = WO2&WO1.

DISTRIBUTION OF RETIREMENTS BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (AFCS)*

ARMY FY 1997

AFCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL
30+	3	12	16	12	135	0	0	0	0	0	178
29	0	0	0	2	9	0	0	0	0	0	11
28	0	0	0	0	28	10	0	0	0	0	38
27	0	0	0	0	38	1	0	0	0	0	39
26	0	0	0	0	22	28	0	0	0	0	50
25	0	0	0	0	14	26	0	0	0	0	40
24	0	0	0	0	5	31	0	0	0	0	36
23	0	0	0	0	8	97	0	0	0	0	105
22	0	0	0	0	7	109	0	0	0	0	116
21	0	0	0	0	12	384	121	0	0	0	517
20	0	0	0	0	0	59	46	0	0	0	105
19	0	0	0	0	0	33	2	0	0	0	35
18	0	0	0	0	1	10	137	0	0	0	148
17	0	0	0	0	0	0	100	0	0	0	100
16	0	0	0	0	0	1	39	0	0	0	40
15	0	0	0	0	1	0	8	0	0	0	9
14	0	0	0	0	1	0	22	0	0	0	23
13	0	0	0	0	0	0	4	5	0	0	9
12	0	0	0	0	0	3	1	90	0	0	94
11	0	0	0	0	1	0	6	9	0	0	16
10	0	0	0	0	0	0	0	7	0	0	7
9	0	0	0	0	0	0	0	9	0	0	9
8	0	0	0	0	0	1	0	1	0	0	2
7	0	0	0	0	0	0	1	9	0	0	10
6	0	0	0	0	0	0	1	7	2	0	10
5	0	0	0	0	0	0	1	10	2	0	13
4	0	0	0	0	0	0	0	1	8	0	9
3	0	0	0	0	0	0	0	1	5	0	6
2	0	0	0	0	0	0	0	0	3	0	3
1	0	0	0	0	0	0	0	0	0	0	0
TOTAL	3	12	16	14	282	793	488	149	20	0	1776

* RETIREMENT AS OF THE LAST DAY OF THE FISCAL YEAR

NAVY

BEGIN STRENGTH - The number of officers on active duty in the grade shown at the beginning of that fiscal year.

DEATHS - The number of officers in the grade shown that died (Navy related or otherwise) during that fiscal year.

END STR - the number of officers on active duty in the grade shown at the end of that fiscal.

OTHER - The number of officers separated from active duty in the grade shown for other reasons during that fiscal year (resignation, release from active duty, administrative discharge, etc.).

PAID SEPT - the number of officers separated in the grade shown, with Separation Pay, from the Navy during that fiscal year.

PRO IN - The number of officers promoted into the grade shown from the next lower grade during that fiscal year.

PRO OUT - The number of officers promoted out of the grade shown into the next higher grade during that fiscal year.

REQUIRED - The number of positions that require an officer serving on active duty in the grade shown as determined by the Officers Programmed Authorizations (OPA).

RETIRED DIS - The number of officers retired in the grade shown for medical disability reasons during the fiscal year.

RETIRED NON-DIS - The number of officers retired in the grade shown without any medical disability during that fiscal year.

TOTAL LOSSES - The sum of the officers separated in the grade shown during that fiscal year from DEATHS, PAID Sept, retired DIS, retired NON-DIS, and other.

NAVY OFFICER FLOW INFORMATION
ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY
(FY 1995 - FY 1997)
PROGRAMMED END STRENGTH

SERVICE: **NAVY**

MILITARY CATEGORIES	FY 1995	FY 1996	FY 1997
COMMISSIONED OFFICERS	56,522	56,150	54,128
WARRANT OFFICERS	2,266	2,250	1,972
ENLISTED PERSONNEL	371,670	362,100	346,800
CADETS	4,159	4,000	4,000
TOTAL MILITARY	434,617	424,500	406,900

**DISTRIBUTION OF ACTIVE DUTY LIST OFFICERS
BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)**

NAVY - ACTUAL: FY 1995 *

YCS	0-10	0-9	0-8	0-7	0-6	0-5	0-4	0-3	0-2	0-1	Total
	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES
30	10	22	2	71	7	3	137	108	50	38	10
29	1	3	2	25	3	86	8	50	3	4	4
28			4	23	3	135	7	65	45	2	2
27		2		10	19	79	98	5	2		5
26				7	254	16	102	124	15		15
25				2	305	16	82	132	20	1	20
24			1		406	12	127	167	51	5	51
23			1		407	14	121	105	7	1	105
22					402	3	173	2	161	5	130
21					272	2	331	1	155	3	186
20					107	5	629	6	221	3	320
19					93	2	959	2	209	1	393
18					102	2	1036	10	230	4	505
17					63	6	934	9	237	3	408
16					34	8	891	6	421	4	335
15					26	3	501	16	895	15	272
14					26	5	175	25	1323	13	275
13					10	11	160	25	1285	29	222
12					14	6	99	38	1240	42	258
11					9	4	78	25	978	108	484
10					3	4	38	12	928	103	859
9					7	13	6	17	206	157	1699
8					5	7	11	11	107	168	1631
7						8	5	13	93	181	1795
6					5	3	6	10	211	76	1857
5					2	1	1	8	41	66	1717
4						1		11	12	60	1728
3					1			3	20	44	60
2								1	3	9	37
1									46	110	8
TOTAL	11	0	27	2	80	7	119	9	3123	186	6821
								254	9876	1122	16310
								4970	5911	1432	5065
								1239	47340	9221	

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

NAVY 1996

GRADE	<u>O-10</u>	<u>O-9</u>	<u>O-8</u>	<u>O-7</u>	<u>O-6</u>	<u>O-5</u>	<u>O-4</u>	<u>O-3</u>	<u>O-2</u>	<u>O-1</u>	<u>W-4</u>	<u>W-3</u>	<u>W-2</u>	<u>W-1</u>	TOTALS
REQUIRED	11	35	56	285	3394	6953	11875	20306	6542	6907	409	869	825	30	58451
BEGIN STRENGTH	8	25	77	110	3337	7112	11227	21089	7143	6413	431	886	927	5	
PROMO IN	1	3	20	25	443	1106	2094	3208	4187	0	109	208	5	0	
GAINS (excl prm)				2	11	20	89	607	197	3573	0	14	182	0	
TOTAL GAINS				56	454	1126	2183	3815	4384	3573	109	222	187	0	
PROMO OUT			3	21	54	443	1106	2094	3208	4187	0	109	208	5	
DEATHS				0	0	0	1	8	1	1	0	0	0	0	
PAID SEPARATION				0	0	1	11	193	5	0	0	0	0	0	
RETIRED DIS				0	5	27	20	33	4	1	11	10	9	0	
RETIRED NON-DIS	1	3	17	4	299	324	160	223	4	2	101	79	62	0	
OTHER LOSS				1	38	109	867	1917	404	55	2	13	48	0	
TOTAL LOSSES				59	396	904	2165	4446	3630	4237	114	211	330	5	
END STRENGTH	8	25	77	110	3395	7334	11245	20458	7897	5749	426	897	784	0	58295

Defined as the number of positions that require an officer serving on active duty in the grade shown.

**DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF COMMISSIONED SERVICE (YACS)**

NAVY 1996																
YACS	GRADE		O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	WO-4	WO-3	WO-2	WO-1	TOTALS
	O-10	O-11														
30	1		2	13	1	29										46
29			1	2	2	26	3									34
28				1		32	7									40
27				1	1	26	20									48
26						27	22									50
25						22	31	2				1				55
24						26	34	2								62
23						22	31	17								70
22						21	41	18				3				83
21						22	47	38				3				110
20						22	81	44	6			2		2		157
19						17	6	12	13			4		7		59
18						8	3	11	12			6	1	3		44
17						3	5	8	23			6	4	8		57
16						1	9	7	19			13	5	9		63
15							3	3	26			11	5	5		53
14							2	5	11			14	4	6		42
13							3	7	16			12	4	4		46
12							2	6	23			13	6	8		58
11							1		40			9	14	4		68
10									27			7	12	1		47
9									32	1		5	7	2		47
8									5	4		2	11	4		26
7									3	1	2	1	9	3		19
6										2	1		3	1		7
5													2	4		6
4													1			1
3													1			1
2																0
1																0
TOTALS	1	3	17	4	304	351	180	256	8	3	112	89	71	0	1399	

Retirements as of the last day of the fiscal year.

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN
NAVY 1997

GRADE	<u>O-10</u>	<u>O-9</u>	<u>O-8</u>	<u>O-7</u>	<u>O-6</u>	<u>O-5</u>	<u>O-4</u>	<u>O-3</u>	<u>O-2</u>	<u>O-1</u>	<u>W-4</u>	<u>W-3</u>	<u>W-2</u>	<u>W-1</u>	TOTALS
REQUIRED	11	34	57	272	3355	6757	11535	19360	6278	6565	384	820	757	0	56140
BEGIN STRENGTH	8	25	77	110	3395	7334	11245	20458	7897	5749	426	897	784	0	
PROMO IN	1	2	24	30	499	1071	1918	3278	3185	0	205	333	0	0	
GAINS (excl prm)				0	0	0	136	615	169	3555	0	3	197	0	
TOTAL GAINS				30	499	1071	2054	3893	3354	3555	205	336	197	0	
PROMO OUT	1		2	24	47	499	1071	1918	3278	3185	0	205	333	0	
DEATHS				0	0	0	1	15	0	0	0	0	0	0	
PAID SEPARATION				0	1	5	24	295	30	0	0	0	0	0	
RETIRED DIS				0	5	27	20	36	0	0	12	11	9	0	120
RETIRED NON-DIS	1	4	22	6	481	732	270	174	1	0	213	185	27	0	
OTHER LOSS				0	198	490	821	2348	351	125	11	6	4	0	
TOTAL LOSSES				47	732	1753	2207	4786	3660	3310	236	407	373	0	
END STRENGTH	8	25	77	110	3162	6652	11092	19565	7591	5994	395	826	608	0	55995

Defined as the number of positions that require an officer serving on active duty in the grade shown.

**PROJECTED DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF COMMISSIONED SERVICE (YACS)**

NAVY 1997

YACS	GRADE														TOTALS
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	WO-4	WO-3	WO-2	WO-1	
30	1	2	18	8	10										39
29		2	2		27	3						1			35
28			1	1	53	10									65
27			1	1	68	15									85
26					76	31									107
25					59	49									108
24					54	53									107
23					33	60									93
22					22	89	1								112
21					20	103	23				1				147
20					10	158	35	1							204
19					16	63	34	1			1				115
18					15	32	29	2			4				82
17					14	23	32				10				79
16					5	15	30	9			19				78
15					3	20	27	2			22				74
14					1	17	24	8			21				71
13						10	18	5			22		4		59
12					8		17	25			27	1	2		80
11							11	27			22	9	1		70
10							4	30			24	11	2		71
9							3	37			22	21	4		87
8							2	42			14	28	5		91
7								4			11	34	3		52
6								4			5	31	3		43
5								10				35	4		49
4								3				20	4		27
3												5	3		8
2									1				1		2
1															0
TOTALS	1	4	22	10	486	759	290	210	1	0	225	196	36	0	2240

Retirements as of the last day of the fiscal year.

AIR FORCE

REQUIRED GRADES - A manpower requirement is the specific number and type of people need to accomplish the job, workload, mission, or project. Funded requirements are billets approved for inclusion in the resources reflected in a budget request. Unfunded requirements are approved levels for authorized workload/projects which are in excess of available resources. Because of legal limits on strengths in grade, i.e., the DOPMA grade ceilings, funded requirements are redistributed by grade to become authorizations.

The two basic types of authorizations are permanent party and pipeline. Permanent party authorizations (those which can be directly tied to the mission of the unit) are allocated to the commands, while pipeline authorizations (for students, transients, and other "Individual" categories) are controlled and managed at the Headquarters level.

In light of Congressionally mandated reductions in general officer strength, as well as the ongoing USAF reorganization, the Air Force has eliminated all unfunded general officer positions. Those positions will be deleted, civilianized, or backfilled with Colonels.

The required grades shown in this Annex are pulled from the FEB 96 manpower requirements file (for permanent party) and from the FY 1995/FY 1996 Officer Grades Allocation (for pipeline). Unfunded general officer slots were rolled down to Colonel, pending decisions on conversion/deletion/etc.

ACCESSIONS - Gains onto extended active duty. Includes Academy graduates, ROTC, OTS, reserve recall, enlisted commissioning, medical scholarship programs (HPSP/FAP), and direct appointments.

VOLUNTARY SEPARATIONS - Includes all separations after end of obligation in addition to losses generated through waiver of active duty service commitments (i.e., early releases).

INVOLUNTARY SEPARATIONS - Losses as a result of non-selection for promotion, failure of flying/technical training, maximum age, not qualified for promotion, admitted homosexual/bisexual, in the best interest of national security, etc. Officers lost under these conditions are entitled to separation/ severance/readjustment pay, depending on time-in-service considerations.

VSI/SSB/RIF - Estimated losses through Voluntary Separation Incentive (VSI), Special Separation Benefit (SSB), and Reduction in Force (RIF).

RETIREMENTS - Total losses of members entitled to retirement benefits, either through voluntary means or Selective Early Retirement Boards. Includes estimates for disability retirements and 15 year retirements under TERA.

OTHER LOSSES - Miscellaneous reasons for separation, such as disability separations not entitled to severance pay, pregnancies, resignation in lieu of court martial, weight standards, drug abuse, etc.

ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY (END STRENGTH)
ACTUAL FY 1995; PROGRAMMED FY 1996-FY 1997 AS OF FY 1997 PB

SERVICE: AIR FORCE

MILITARY CATEGORIES	FY 1995	FY 1996	FY 1997
COMMISSIONED OFFICERS	78,444	75,928	74,445
WARRANT OFFICERS	0	0	0
ENLISTED PERSONNEL	317,938	308,272	302,655
CADETS	4,027	4,000	4,000
TOTAL MILITARY	400,409	388,200	381,100

**DISTRIBUTION OF ACTIVE-DUTY LIST OFFICERS
BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)**

AIR FORCE ACTUAL: FY 1995

YACS	O-10		O-9		O-8		O-7		O-6		O-5		O-4		O-3		O-2		O-1		TOTAL		TOTAL
	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	REG	RES	
10	23																				76	0	76
29			35																		120	0	120
28			18																		203	0	203
27			24																		339	0	339
26			9																		383	1	384
25			3																		579	0	579
24																					690	0	690
23																					983	0	983
22																					1219	0	1219
21																					1388	0	1388
20																					1317	10	1327
19																					1775	43	1818
18																					1845	62	1907
17																					2076	51	2127
16																					3149	49	3198
15																					2836	69	2905
14																					2511	85	2596
13																					2769	106	2875
12																					3097	153	3250
11																					3530	191	3721
10																					3145	459	3604
9																					2896	668	3564
8																					2777	643	3420
7																					3581	689	4270
6																					1964	3234	5198
5																					1238	2626	3864
4																					1271	2908	4179
3																					1338	3038	4376
2																					1216	3363	4579
1																					1252	3415	4667
0																					1010	3796	4806
TOTAL	10	0	34	0	89	1	139	0	3969	168	10094	565	13937	1577	19731	13086	2422	5129	2148	5133	52573	25659	78232

NOTE: Does not include recalled retirees, the Dean and Permanent Professors at the U. S. Air Force Academy, nor students at the Uniformed Services University of the Health Sciences (USUHS).

DISTRIBUTION OF OFFICERS EXCLUDED FROM THE ACTIVE-DUTY LIST

AIR FORCE - 1995 (ACTUAL)

GRADE	ACT DTY FOR TNG	ACT DTY SPEC WKS	SELECTIVE SERVICE	RECALLED RETIRED	ACADEMY (1)	USUHS (2)	AFRES (3)	ANG (3)	TOTAL
O-10									0
O-9									0
O-8							2	2	4
O-7					1		1	1	3
O-6				2	19		81	110	212
O-5							58	519	577
O-4				2			42	570	614
O-3							10	279	289
O-2							2	19	21
O-1						188		18	206
TOTAL	0	0	0	4	20	188	196	1518	1926

NOTES:

- (1) The Dean and Permanent Professors at the U.S. Air Force Academy.
- (2) Students at the Uniformed Services University of the Health Sciences (USUHS).
- (3) Air Force Reserve and Air National Guard members on full-time active duty as Active Guard/Reserve (AGR), on Statutory Tours, and Recruiters.

DISTRIBUTION OF RESERVE OFFICERS ON ACTIVE DUTY
BY YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)
AIR FORCE - FY 1995 (ACTUAL)

YACS	GRADE											TOTAL
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1		
30+												
29						1						0
28					2							0
27					1	4						0
26					2	5						0
25					6	12						2
24					11	14						2
23					13	31						5
22					12	53						7
21					17	57						18
20					12	37	1					25
19					16	42	10					44
18					11	52	24					67
17					7	36	24					79
16					12	37	56					59
15					14	45	72					76
14					12	51	73					88
13					13	31	59					69
12					8	13	65					107
11					4	13	58					138
10					6	8	46					142
9					4	8	29					114
8					4	10	20					105
7					1	7	17					100
6					1	5	13					94
5					1		7					68
4					1		5					65
3					1		9					70
2					1		7					50
1					1		9					32
0					1		6					42
												46
TOTAL	0	0	4	2	191	577	612	289	21	18		1714

ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

AIR FORCE - FY 1996

GRADE

	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL
REQUIRED	10	35	90	139	4522	12255	19271	34076	10127	-	80525
BEGIN STRENGTH	10	34	90	140	4158	10659	15516	32817	7551	7469	78444
PROMOTIONS IN	1	10	32	52	565	1690	4229	3695	3944	0	14218
ACCESSIONS	0	0	0	0	1	15	112	832	319	3740	5019
PROMOTIONS OUT	0	1	10	32	52	565	1690	4229	3695	3944	14218
DEATHS	0	0	0	0	2	4	10	19	7	3	45
VOLUNTARY SEPS	0	0	0	0	1	34	335	2086	296	0	2752
INVOLUNTARY SEPS	0	0	0	0	0	0	5	496	14	30	545
VSI/SSB/RIF	0	0	0	0	0	0	2	2	0	0	4
RETIREMENTS	1	8	22	21	625	1217	1363	703	12	2	3974
OTHER LOSSES	0	0	0	0	3	20	21	121	32	18	215
TOTAL LOSSES	1	8	22	21	631	1275	1736	3427	361	53	7535
END STRENGTH	10	35	90	139	4041	10524	16431	29736	7758	7164	75928

DISTRIBUTION OF RETIREMENTS BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)

AIR FORCE - 1996

YACS	GRADE										TOTAL
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	
30+	1	8	16	14	73						112
29			2	3	28						33
28			2	2	40	10					54
27			2	2	78	8					90
26			2		79	8					87
25					115	25					140
24					70	112					182
23					43	151					194
22					41	193					234
21					17	224					241
20					34	272	398	2			706
19					3	65	91	1			160
18					2	89	50	0			141
17					1	26	200	0			227
16					1	21	288	2			312
15						13	190	10			213
14							83	22			105
13							43	63			106
12							20	170			190
11								104			104
10								137			137
9								136			136
8								41			41
7								5			5
6								6	1		6
5								3	2		4
4								1	7		3
3									2	1	7
2									2	1	3
1										1	1
TOTAL	1	8	22	21	625	1217	1363	703	12	2	3974

TABLE: ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

AIR FORCE - FY 1997

GRADE

	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL
REQUIRED	10	35	90	139	4482	12131	19055	33488	10032	0	79462
BEGIN STRENGTH	10	35	90	139	4041	10524	16431	29736	7758	7164	75928
PROMOTIONS IN	4	11	29	49	582	1506	2151	3820	3963	0	12115
ACCESSIONS	0	0	0	0	1	16	104	716	283	3654	4774
PROMOTIONS OUT	0	4	11	29	49	582	1506	2151	3820	3963	12115
DEATHS	0	0	0	0	2	4	10	19	7	3	45
VOLUNTARY SEPS	0	0	0	0	0	28	333	1960	244	0	2565
INVOLUNTARY SEPS	0	0	0	0	0	0	5	583	18	30	636
VSI/SSB/RIE	0	0	0	0	0	0	0	0	0	0	0
RETIREMENTS	4	7	18	20	615	1088	597	437	12	2	2800
OTHER LOSSES	0	0	0	0	3	19	28	114	18	29	211
TOTAL LOSSES	4	7	18	20	620	1139	973	3113	299	64	6257
END STRENGTH	10	35	90	139	3955	10325	16207	29056	7885	6743	74445

DISTRIBUTION OF RETIREMENTS BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)

AIR FORCE - 1997

YACS	GRADE										TOTAL
	0-10	0-9	0-8	0-7	0-6	0-5	0-4	0-3	0-2	0-1	
30+	4	7	11	12	80						114
29			4	2	32						38
28			2	3	49	9					63
27			1	3	100	7					111
26					120	14					134
25					96	50					146
24					32	100					132
23					20	140					160
22					20	160					180
21					20	160	60				180
20					24	227	30				311
19					22	162	20				214
18						41	20				61
17						13	100				113
16						5	159				164
15							115	1			116
14							83	28			111
13							27	31			58
12							3	61			64
11								73			73
10								110			110
9								107			107
8								11			11
7								5			5
6								6			6
5								3	1		4
4								1			3
3									7		7
2									2	1	3
1										1	1
TOTAL	4	7	18	20	615	1088	597	437	12	2	2800

USMC

BEGIN STRENGTH - The number of regular officers and reserve officers on the active duty list serving on active duty on the first day of the fiscal year.

DEATHS - The number of officers in the grade shown that died (Marine Corps related or otherwise) during that fiscal year.

END STR - the begin strength for each grade plus gains and promotes-in minus promotes-out and total losses for the fiscal year.

EOB - Expiration of obligation. The number of reserve officers on the active duty list separating from active duty during the fiscal year without severance pay. Marine Corps terminology: EAS - expiration of active service.

GAINS - The number of officers expected to commence active duty or reenter the active duty list during the fiscal year.

OTHER - The number of Marine Corps active duty list officers who leave the active duty list during the fiscal year through voluntary resignations or involuntary procedures which do not qualify them for separation pay.

PAID SEP - The number of officers separated from the active duty list of the Marine Corps who will be paid separation pay.

PROMOTE IN - The number of officers on the active duty list expected to be promoted into each grade during the fiscal year.

PROMOTE OUT - The number of officers on the active duty list expected to be promoted out of each grade during the fiscal year.

REQUIRED - The number of officers required to fill all the billets we plan to fill in the current structure with an officer of the proper grade.

RETIRED DIS - The number of officers retired from the active duty list of the Marine Corps as a result of disability.

RETIRED NON-DIS - the number of Marine Corps active duty list officers transferred to the Fleet Marine Corps Reserve (less than 30 years active service), or retired (30 years or more active duty).

TOTAL LOSSES - The total number of Marine Corps active duty list officers who leave the active duty list during the fiscal year for any reason.

ESTIMATED NUMBER OF SERVICE MEMBERS ON ACTIVE DUTY)
(FY 1995 - FY 1997)

PROGRAMMED END STRENGTH

SERVICE : MARINE CORPS

<u>MILITARY CATEGORIES</u>	<u>FY 1995*</u>	<u>FY 1996</u>	<u>FY 1997</u>
COMMISSIONED OFFICERS	15,901	16,130	16,131
WARRANT OFFICERS	1,930	1,848	1,847
TOTAL OFFICERS	17,831	17,978	17,978
ENLISTED	156,808	156,022	156,022
TOTAL MILITARY	174,639	174,000	174,000

* Actual end of year inventory

**DISTRIBUTION OF ACTIVE DUTY LIST OFFICERS
BY GRADE AND YEARS ACTIVE COMMISSIONED SERVICE (YACS)***

MARINE CORPS - ACTUAL: FY 1995

YCS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	TOTAL
	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES	REG RES
30	3	9	13	4	35	1					64
29			8	7	38						54
28			1	16	67	2					93
27				7	83	1					100
26					99	19					118
25					104	28					132
24					106	60					166
23					84	148	3				235
22					3	247	4				254
21					2	317	7	1			326
20					1	418	2	140			559
19						273	150				423
18						94	315	1			409
17						9	383				392
16						2	392				394
15						1	382				383
14							400	2			400
13							518	7	71	10	589
12							370	7	228	14	598
11							67		529	14	596
10							7		609	21	616
9							3		641	59	644
8							2		573	142	576
7							1		597	278	599
6									539	340	546
5									508	186	588
4									16	82	514
3									497	758	1
2									464	819	1
1											412
TOTAL	3	0	9	0	22	0	34	0	622	4	1636
							2	3144	18	4311	1146
									1050	1809	1352
											11570
											4331

*All Commissioned officers in the grade of second lieutenant and above on active duty except for active duty and reserve officers specifically excluded by section 641 of Title 10, USC. Data is for Service members as of the last day of the fiscal year.

TABLE: ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

MARINE CORPS - FY 1996

	GRADE															TOTAL
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	
REQUIRED *	4	11	44	23	867	2188	4060	5882	2197	1119	104	262	526	903	261	18451
Individuals																
BEGIN STR	3	9	22	34	626	1638	3162	5457	2859	2091	34	299	574	867	156	17831
PRO IN	1	3	7	9	93	256	518	1106	843	7	29	55	131	161	0	3219
GAINS (EXCL PRM)	0	0	0	0	0	1	2	2	94	1481	0	0	0	1	207	1788
PRO OUT	0	1	3	7	9	93	256	518	975	830	0	41	180	145	161	3219
DEATHS	0	0	0	0	1	1	2	3	3	0	0	0	2	3	0	15
EOB	0	0	0	0	0	1	5	142	213	4	0	0	0	0	0	365
PAID SEP	0	0	0	0	0	0	0	228	20	1	0	0	2	5	0	256
RETIRED DIS	0	0	0	0	3	5	11	4	2	0	0	3	2	6	0	36
RETIRED NON-DIS	1	2	4	2	84	158	196	75	1	0	2	47	41	13	0	626
OTHER	0	0	0	0	0	3	55	135	85	52	0	0	4	0	9	343
TOTAL LOSSES	1	2	4	2	88	168	269	587	324	57	2	50	51	27	9	1641
END STR	3	9	22	34	622	1634	3157	5460	2497	2692	61	263	474	857	193	17978

* Defined as the number of positions that require an officer serving on active duty in the grades shown.

**DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)***

		MARINE CORPS - FY 1996															
		GRADE															
YACS	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	TOTAL	
30	1	2	4	2	12											21	
29					8											8	
28					18	5										23	
27					20	2										22	
26					12	4										16	
25					9	12										21	
24					5	21										26	
23					3	34										37	
22						22										22	
21						49										49	
20					14		108		2							124	
19							27				1					28	
18							12				1					13	
17							16				1					17	
16							18				3					21	
15							15				3					18	
14							10				5					15	
13								36			19					55	
12								19			15	2				36	
11								15	2		3	7				27	
10								10	1		0	34	19			64	
TOTAL	1	2	4	2	87	163	206	80	3	0	2	50	43	19	0	662	

* Retirements as of the last day of the fiscal year.

TABLE: ACTIVE DUTY OFFICER MANAGEMENT FLOW PLAN

MARINE CORPS - FY 1997

GRADE

	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1	TOTAL
REQUIRED *	4	11	44	23	867	2188	4060	5882	2197	1119	104	262	526	903	261	18451
Individuals																
BEGIN STR	3	9	22	34	622	1634	3157	5460	2497	2692	61	263	474	857	193	17978
PRO IN	1	3	7	9	97	265	532	1082	1287	0	26	70	165	200	0	3744
GAINS (EXCL PRM)	0	0	0	0	0	0	0	0	100	1280	0	0	0	0	200	1580
PRO OUT	0	1	3	7	9	97	265	532	1015	1287	0	26	137	165	200	3744
DEATHS	0	0	0	0	1	1	2	3	3	0	0	0	2	3	0	15
EOB	0	0	0	0	0	1	5	122	213	4	0	0	0	0	0	345
PAID SEP	0	0	0	0	0	0	0	228	20	1	0	0	2	6	0	257
RETIRED DIS	0	0	0	0	3	5	11	4	2	0	0	3	2	6	0	36
RETIRED NON-DIS	1	2	4	2	84	158	194	62	1	0	3	51	38	11	0	611
OTHER	0	0	0	0	0	3	55	131	73	47	0	0	4	0	3	316
TOTAL LOSSES	1	2	4	2	88	168	267	550	312	52	3	54	48	26	3	1580
END STR	3	9	22	34	622	1634	3157	5460	2557	2633	84	253	454	866	190	17978

* Defined as the number of positions that require an officer serving on active duty in the grades shown.

DISTRIBUTION OF RETIREMENTS
BY GRADE AND YEARS OF ACTIVE COMMISSIONED SERVICE (YACS)*

MARINE CORPS - FY 1997

YACS	GRADE																TOTAL
	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1	W-5	W-4	W-3	W-2	W-1		
30	1	2	4	2	12											21	
29					8											8	
28					18	5										23	
27					20	2										22	
26					12	4										16	
25					9	12										21	
24					5	21										26	
23					3	34										37	
22						22										22	
21						49										49	
20					14	14	108			3						125	
19							27				1					28	
18							12				1					13	
17							16				1					17	
16							17				2					19	
15							15				2					17	
14							10					6				16	
13								30				21				51	
12								16				16	2			34	
11								12	2			4	6			24	
10								8	1				32	17		58	
TOTAL	1	2	4	2	87	163	205	66	3	0	3	54	40	17	0	647	

* Retirements as of the last day of the fiscal year.

**MEDICAL MANPOWER APPENDIX
TO THE
DEPARTMENT OF DEFENSE
MANPOWER REQUIREMENTS REPORT
FISCAL YEAR 1997**

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**MEDICAL MANPOWER APPENDIX
TO THE
DEPARTMENT OF DEFENSE
MANPOWER REQUIREMENTS REPORT
FISCAL YEAR 1997**

INTRODUCTION

This appendix to the Defense Manpower Requirements Report (DMRR) has been prepared in compliance with Section 115a of title 10, United States Code. The following subsection specifies the reporting requirement:

(g)(1) In each such report, the Secretary shall also include recommendations for the end-strength levels for medical personnel for each component of the armed forces as of the end of the next fiscal year.

(2) For purposes of this subsection, the term "medical personnel" includes--

(A) in the case of the Army, members of the Medical Corps, Dental Corps, Nurse Corps, Medical Service Corps, Veterinary Corps, and Army Medical Specialist Corps;

(B) in the case of the Navy, members of the Medical Corps, Dental Corps, Nurse Corps, and Medical Service Corps;

(C) in the case of the Air Force, members designated as medical officers, dental officers, Air Force nurses, medical service officers, and biomedical science officers;

(D) enlisted members engaged in or supporting medically related activities; and

(E) such other personnel as the Secretary considers appropriate.

ORGANIZATION OF THE MEDICAL MANPOWER APPENDIX

This appendix provides information on the number of medical personnel within the Department of Defense included in the President's Budget for Fiscal Year (FY) 1997. As specified in Title 10, the report portrays healthcare personnel by corps or designation for each respective Military Department. Enlisted healthcare personnel and civilian manpower figures are also provided.

As in the core DMRR, this appendix provides year end FY 1995 actual strength data and the programmed and budgeted end strength levels for FY 1996 and FY 1997. Glossary items, terminology, descriptions, and explanations contained in the main DMRR body apply to this appendix as well. For each Military Department, total force data are provided for various personnel categories. The budgeted end strength is shown for the active and reserve military

components as well as the civilian component. Reserve component data for Army and Air Force includes the Selected Reserves of the Army National Guard and Air National Guard, respectively. While these components are defined in the basic DMRR, it is important to note that the reserve component manpower requested by the Department in the President's Budget is limited to that of the Selected Reserve. To meet total force wartime needs, the Military Departments will also rely in part on the Pretrained Individual Manpower (PIM) categories within the reserve component. The PIM is comprised of the portions of the reserve component exclusive of the Selected Reserve: the Individual Ready Reserve (IRR), the Standby Reserve, and military retirees.

End Strength

End strength data represent the manpower strength as of the last day of the fiscal year, and can be further identified as actual end strength or budgeted end strength. Actual end strength delineates the personnel inventory as of the end of FY 1995 in this appendix. Budgeted end strength reflects the manpower contained in the DoD Component's budgets. These data are aggregated, for the total medical force, by each of the healthcare personnel categories identified in the Title 10 reporting specifications for this medical manpower appendix.

Legislation Limiting Medical Personnel Reductions

Section 564 of the National Defense Authorization Act for Fiscal Year (FY) 1996 places limitations on the Military Departments with respect to reductions in health care personnel. The Act prohibits the Department from reducing the total number of DoD medical personnel more than five percent from the previous fiscal year, or ten percent from the preceding third fiscal year, without certifying to Congress that the number being reduced is excess to current and projected needs and that such reduction will not increase the cost of health care services provided under CHAMPUS. Total medical manpower includes active component, reserve component (SelRes), and civilian personnel.

Congress has further mandated that any reductions in the total number of DoD medical personnel shall be carried out to ensure that the reduction is not exclusively or disproportionately borne by any one of the Services nor by either the active or reserve components. The Department must submit a report to Congress on the plan for the reduction of the number of medical personnel of the Department of Defense over the five-year period beginning on October 1, 1996.

MEDICAL MANPOWER PROGRAM SUMMARY

Mission

The primary mission of the military medical departments is to ensure that a healthy fighting force is always supported by a combat-ready health care system. The medical departments are also responsible for providing cost effective quality healthcare benefits to active

duty members, retirees, survivors and their families. The Department carries these medical readiness and healthcare responsibilities to a potential universe of approximately 8 million uniformed members and DoD beneficiaries.

The FY 1996 and FY 1997 end strength numbers provided in the following tables will be reviewed by the Department to ensure compliance with all applicable statutory requirements. The following table is a summary of the Department's medical manpower program:

Table 1

**DoD Total
Medical Manpower Program Summary
Fiscal Year 1997**

Corps	Budgeted End Strength	
	Active Component	Selected Reserve
Medical Corps	12,731	6,693
Dental Corps	3,785	1,674
Nurse Corps	11,595	12,746
Medical Service/Biomedical Science/ Army Medical Specialist	11,889	7,287
Veterinary Corps	429	216
Warrant Officers	287	83
Health Care Enlisted	87,425	64,273
Total Military Medical Manpower	128,141	92,972
Civilian Health Care Personnel	47,139	

ARMY MEDICAL MANPOWER PROGRAM

The following table summarizes the Army's FY 1997 medical manpower program:

Table 2

**Army
Medical Manpower Program Summary
Fiscal Year 1997**

Corps	Budgeted End Strength	
	Active Component	Selected Reserve
Medical Corps	4,277	4,268
Dental Corps	1,175	941
Nurse Corps	3,471	7,772
Medical Service Corps	4,280	3,989
Army Medical Specialist Corps	918	1,110
Veterinary Corps	429	216
Warrant Officers	126	83
Health Care Enlisted	30,550	43,224
Total Military Medical Manpower	45,226	61,603
Civilian Health Care Personnel	28,410	

In the following two tables, the Army's Active Component (Table 3) and Selected Reserve (Table 4) manpower programs for FY 1995 through FY 1997 are shown.

Table 3

**Army
Active Component
Medical Manpower Program**

Corps	End Strength		
	Actual FY 1995	Budgeted	
		FY 1996	FY 1997
Medical Corps	4,923	4,420	4,277
Dental Corps	1,134	1,183	1,175
Nurse Corps	4,198	3,663	3,471
Medical Service Corps	4,265	4,337	4,280
Army Medical Specialist Corps	863	935	918
Veterinary Corps	393	430	429
Warrant Officers	169	126	126
Medical Enlisted	32,938	30,538	28,970
Dental Enlisted	1,950	1,615	1,580
Health Care Civilian	29,103	28,321	28,410
Total Medical Manpower	79,936	75,568	73,636

Table 4

**Army
Selected Reserve
Medical Manpower Program**

Corps	End Strength		
	Actual FY 1995	Budgeted	
		FY 1996	FY 1997
Medical Corps	3,288	4,840	4,268
Dental Corps	1,044	1,153	941
Nurse Corps	9,006	8,375	7,772
Medical Service Corps	4,239	4,371	3,989
Army Medical Specialist Corps	765	1,200	1,110
Veterinary Corps	213	232	216
Warrant Officers	34	101	83
Medical Enlisted	43,902	42,638	41,704
Dental Enlisted	1,879	1,771	1,520
Total Medical Manpower	64,370	64,681	61,603

NAVY MEDICAL MANPOWER PROGRAM

The following table summarizes the Navy's FY 1997 medical manpower program:

Table 5

**Navy
Medical Manpower Program Summary
Fiscal Year 1997**

Corps	Budgeted Billets	
	Active Component	Selected Reserve
Medical Corps	4,220	1,472
Dental Corps	1,430	398
Nurse Corps	3,248	2,004
Medical Service Corps	2,774	763
Warrant Officers	161	0
Health Care Enlisted	28,534	8,517
Total Military Medical Manpower	40,367	13,154
Civilian Health Care Personnel	11,406	

On the following two pages, the Navy's Active Component (Table 6), and Selected Reserve (Table 7) manpower programs for FY 1995 through FY 1997 are shown.

Table 6

**Navy
Active Component
Medical Manpower Program**

Corps	End Strength		
	Actual FY 1995	Budgeted	
		FY 1996	FY 1997
Medical Corps	4,123	4,206	4,220
Dental Corps	1,393	1,435	1,430
Nurse Corps	3,317	3,217	3,248
Medical Service Corps	2,740	2,771	2,774
Warrant Officers	78	161	161
Medical Enlisted	25,908	25,599	25,354
Dental Enlisted	3,434	3,188	3,179
Health Care Civilian	12,252	11,602	11,406
Total Medical Manpower	53,245	52,179	51,772

Table 7

**Navy
Selected Reserve
Medical Manpower Program**

Corps	End Strength		
	Actual FY 1995	Budgeted	
		FY 1996	FY 1997
Medical Corps	1,345	1,472	1,472
Dental Corps	360	398	398
Nurse Corps	1,974	2,004	2,004
Medical Service Corps	663	763	763
Warrant Officers	10	0	0
Medical Enlisted	6,666	7,708	7,708
Dental Enlisted	753	809	809
Total Medical Manpower	11,771	13,154	13,154

AIR FORCE MEDICAL MANPOWER PROGRAM

The following table summarizes the Air Force's FY 1997 medical manpower program:

Table 8

**Air Force
Medical Manpower Program Summary
Fiscal Year 1997**

Corps	Budgeted Billets	
	Active Component	Selected Reserve
Medical Corps	4,234	953
Dental Corps	1,180	335
Nurse Corps	4,876	2,970
Medical Service Corps	1,220	735
Biomedical Sciences Corps	2,697	690
Health Care Enlisted	28,341	12,532
Total Military Medical Manpower	42,548	18,215
Civilian Health Care Personnel	7,323	

The next two tables present the Air Force's Active Component (Table 9) and Selected Reserve (Table 10) manpower programs for FY 1995 through FY 1997.

Table 9

**Air Force
Active Component
Medical Manpower Program**

Corps	End Strength		
	Actual FY 1995	Budgeted	
		FY 1996	FY 1997
Medical Corps	4,234	4,232	4,234
Dental Corps	1,168	1,180	1,180
Nurse Corps	4,840	4,876	4,876
Medical Service Corps	1,189	1,221	1,220
Biomedical Sciences Corps	2,589	2,696	2,697
Medical Enlisted	22,372	25,722	25,722
Dental Enlisted	2,966	2,619	2,619
Health Care Civilian	6,726	7,762	7,323
Total Medical Manpower	46,084	50,308	49,871

Table 10

**Air Force
Selected Reserve
Medical Manpower Program**

Corps	End Strength		
	Actual FY 1995	Budgeted	
		FY 1996	FY 1997
Medical Corps	1,063	1,223	953
Dental Corps	386	404	335
Nurse Corps	3,378	3,233	2,970
Medical Service Corps	869	739	735
Biomedical Sciences Corps	716	559	690
Health Enlisted	10,192	12,695	12,532
Total Medical Manpower	16,604	18,853	18,215